DOCUMENT RESUME

ED 358 892 JC 930 326

AUTHOR	Anderson, James M., Ed.; And Others
TITLE	A Foundation Manual for California Community Colleges.
INSTITUTION	Community Coll. Foundation, Sacramento, CA.; Network of California Community Coll. Foundations, Rancho Cucamonga, CA.
PUB DATE	Sep 90
NOTE	240p.; Photocopied materials may be marginally legible.
PUB TYPE	Guides - Non-Classroom Use (055)
EDRS PRICE	MF01/PC10 Plus Postage.
DESCRIPTORS	Awards; Codes of Ethics; Community Colleges; Educational Finance; *Fund Raising; Governing Boards; Nonprofit Organizations; *Organizational Development; Personnel Policy; *Philanthropic Foundations; *Private Financial Support; Program Proposals; *Proposal Writing; School Funds; School Support; Taxes; Two Year Colleges
IDENTIFIERS	*California Community Colleges

ABSTRACT

Designed to aid the development and organization of effective college foundations in California, this reference guide reviews the purposes of foundations and the steps in their organization, providing sample documents from existing foundations. The manual is divided into 11 sections, the first of which discusses reasons for establishing foundations, highlights characteristics of successful efforts, presents guidelines for writing mission and case statements, provides a sample statement from Coastline Community College, and discusses the California Community College system. Section II describes the organizing of a foundation in California, reviewing two types of foundations: those organized under the state corporate code, and those organized under the education code. This section also provides the text of Chapter 4.5 of the California educational code concerning auxiliary organizations, information on insurance, tax laws for exempt organizations, and procedures for achieving tax exempt status. The third section provides sample articles of incorporation and bylaws for auxiliary and independent foundations, while the next two sections discuss the development and organization of the board of directors. Section VI provides information regarding personnel procedures and a sample ethics statement, and section VII reviews accounting/reporting policies and procedures. Section VIII discusses approaches to fund raising, including capital campaigns, annual and planned giving, and mail campaigns, while section IX describes guidelines for deductibility and procedures for reporting to the Internal Revenue Service. Section X provides a list of professional support organizations and bibliographies for further information. Finally, section XI describes a 1989 survey of 86 California community colleges regarding the existence and characteristics of foundations. (MAB)

ED358892

FOUNDATION MANUAL

FOR CALIFORNIA COMMUNITY COLLEGES

The Community College Foundation
717 K Street - Suite 400
Sacramento, CA 95814
(916) 446-5881

and

The Network of California Community College Foundations

JC 930 326

Printing Courtesy Of

Chaffey Community College
5885 Haven Avenue
Rancho Cucamonga, CA 91701
(714) 941-2113

"PERMISSION TO REPRODUCE THIS MATERIAL HAS BEEN GRANTED BY

J.M. Anderson

TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)."

U.S. DEPARTMENT OF EDUCATION
Office of Educational Research and Improvement
EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)

☐ This document has been reproduced as received from the person or organization originating it.

☒ Minor changes have been made to improve reproduction quality.

• Points of view or opinions stated in this document do not necessarily represent official OERI position or policy.

A Foundation Manual
for
California Community Colleges

Purpose: This set of reference materials is intended to assist foundation staff and board members in developing and organizing a foundation to serve its college efficiently and effectively. The materials contained in this manual are samples of documents developed by a variety of college foundations and proven to be useful at that institution. We recommend that the preparation of legal documents only be done with professional assistance and that these materials and references are intended only as examples. Likewise, organizing a foundation is a marriage of local needs to available human and financial resources. No two foundations are, or should be, organized exactly alike.

Our hope is that this manual will provide a stimulus for new or proven ideas and point of departure for developing or improving your foundation.

Editorial Board

James M. Anderson, Ph.D., Chaffey College

Thomas Snyder, Coastline Community College

Jayne Woods, The Community College Foundation

September 1990

California Community College
Foundation Manual

Contents

Purpose

I. Roles and Purposes

- A. Why Have a Foundation?
- B. "Aiming Higher: The President as Fund Raising Leader"
- C. Mission Statement Abstract
- D. Case Statement Guidelines
- E. Case Statement Example
- F. The California Community College System

II. Organizing a Foundation

- A. Organizing a Community College Foundation in California
- B. Types of Foundations
- C. Chapter 4.5 of the California Education Code
- D. Insurance
- E. IRS Notice 835, "Tax Laws Affecting Exempt Organizations"
- F. Income Tax Exemption
- G. Application for Tax-Exempt Status

III. Sample Documents

- A. For Auxiliary Foundations
  1. Articles of Incorporation
  2. Bylaws
  3. Master Agreement
- B. For Independent Foundations
  1. Articles of Incorporation
  2. Statement by Domestic Non-Profit Corporation
  3. Bylaws

IV. Board Development

A. Foundation Board of Directors Central Concept & Specific Functions

B. Board Development

C. The Role of the Board of Directors

D. "The Role of the Board"

E. Brief Job Description for a Foundation Board Member

F. Assess Your Board

G. Board Survey Form

H. Board Grid Profile

I. Board Member Information Form

J. Section 5239 of the California Corporate Code

V. Board Organization

A. Directors and Officers of Public Benefit Corporations

B. Members in a Public Benefit Corporation

C. Sample Organization Charts and Committee Job Descriptions

1. Community College Foundation
2. Ventura
3. Coastline
4. Chaffey
5. Golden West

VI. Personnel

A. Charity as an Employer

B. "Selection of Resource Development Officers"

C. The Role of the Executive Director

D. Sample Job Descriptions

1. Ventura
2. Golden West
3. Cypress

E. NCRD Ethics Statement

F. NSFRE Ethics Statement

VII. Policies and Procedures

A. Policies and Procedures
   1. Accounting System
   2. Reporting Requirements to Government Agencies

B. Sample Policies
   1. Affirmative Action Policy
   2. Investment Policy
   3. Salary Policy
   4. Fee Policy
   5. Grant Administration Policy
   6. Special Services Agreement

C. Sample Operations Manual

VIII. Fund Raising

A. Fund-raising Programs

B. Elements of a Capital Campaign

C. The Annual Giving Program

D. Planned Giving

E. Eight Ways You Can Give the Gift of Learning

F. Guidelines for Mail Appeal

IX. IRS Information

A. IRS Deducibility Guidelines

B. IRS Reporting
   1. Form 8283
   2. Instructions for Form 8283
   3. Form 8282

C. "The Impact of OMB Circular A-133"

X. References

A. Professional Support Organizations

B. Bibliographies

C. NCCCF Reference Materials Available

XI. Other Information

A. 1989 Survey of California Community College Foundations

WHY HAVE A FOUNDATION?

Community college foundations are generally formed to meet one or more of the following needs:

A. Generation of additional funding or to provide more financial flexibility

B. Opportunity to build new "friends"

C. Image enhancement as well as increase visibility and prestige

D. Participation opportunity for key community leaders

CHARACTERISTICS OF A SUCCESSFUL FOUNDATION

A successful foundation:

1. establishes positive public relations with the community;
2. involves community leaders and potential donors as board or committee members;
3. provides an opportunity for community involvement in the institution;
4. has a series of ongoing projects sponsored by the foundation that are oriented to the college;
5. provides revenue and augmentations above the level of that appropriated by the State;
6. provides a major source of financial aid for students, in the form of scholarships and grants;
7. initiates new proposals and programs on a continuous basis;
8. conducts or sponsors projects for the college that the college cannot do directly because of state codes.

According to Barbara J. Keener in her chapter "The Foundation's Role in Resource Development" in The Community College Foundation, the community college foundation can provide vital services in the following eight arenas:

planning
budgeting
student financial aid
faculty enrichment
community involvement
student activities
outreach and
gift solicitation.

Keener also cites a study of fund raising success factors:

> A national sample of two hundred college and university fund-raising efforts identified ten elements effecting program success. The productive resource development departments featured more of these ten elements, more frequently, than the under-productive colleges. These elements are:
>
> 1. resources spent on institutional advancement
> 2. organization of institutional advancement activities
> 3. fund-raising functions (annual giving, capital giving, deferred giving, prospect research)
> 4. number of professional staff
> 5. existence of a written case statement
> 6. number of solicitation calls
> 7. use of outside professional counsel
> 8. number of names on mailing list
> 9. publications (annual president's report, honor roll of donors, regular newsletter) and
> 10. gift clubs.
>
> An overview of these elements indicates that a successful fund-raising approach requires a combination of institutional participation. The resource development office serves as the nucleus for each contributing function. In turn, the foundations is a vital and valid component in this multifaceted operation. The foundation offers the vehicle for and individuals to perform the coordination and outreach stipulated as critical. Note that a majority of the "successful elements" require involvement of foundation staff and board members. Other crucial elements focus on collaboration of various additional college offices. While the resource development pursuits must encompass foundation activities, total community college pursuits must incorporate resource development participation.1

---

[1] Keener, Barbara J. "The Foundation's Role in Resource Development" in W. Harvey Sharron, Jr. (ed) in The Community College Foundation, Washington, D.C.: National Council for Resource Development, 1982.

SPRING 1989

The Community College Foundation Quarterly Review

Aiming Higher: The President as a Fund-raising Leader

By Peter R. MacDougall, President
Santa Barbara City College

California Community Colleges deserve to—and indeed ought to—raise significantly greater amounts of money from private sources than they do. In our state, the number of potential community college supporters, and therefore donors, is somewhat staggering. Each year combined enrollment of younger "traditional" students, adult students, and adult education and community service students is in the millions.

Almost universally we are acknowledged in our communities for the quality and breadth of our programs. Civic and business leaders are proud to have an association with our campuses. Our graduates love us. Parents thank us. Adult Education and Community Services students keep coming back to our classes.

So why don't we raise more money?

Certainly we can raise more money, but to do so we must become more aggressive in seeking private support to underwrite programs and develop the educational activities which benefit the towns and cities we serve. Necessarily, fund-raising needs to become an important component of the President's daily agenda.

Assuming that an institution's long-range planning is done well and outlines specific funding needs to be met by gifts from private sources, there are two areas toward which Presidents should give their initial attention should they seek to dramatically improve fund-raising results at their campuses. One is budget. The other is a frank personal assessment of the President's role in the fund-raising process. For only with an adequate investment of money and leadership can we hope to succeed at the higher levels.

On the issue of budgeting an office, we must work at developing a fund-raising effort as one would in building any business: it will require an investment in people and equipment. Experienced development officers will build results and manage volunteers effectively. A good professional will develop annual giving and capital campaign programs in a logical and systematic way. The professional will build not only a base of current support, but will also plan and develop a strong foundation of programs which will carry forward to future generations of fund-raising.

Effective management by professional staff will enhance the abilities of your foundation board members and other volunteer fund-raisers in asking for gifts from others. Volunteer fund-raisers must remain focused on giving and asking for major gifts. The President and his or her chief development officer are generally the best persons to assure that the foundation board's priorities consistently address major gifts—priorities which will have the greatest benefit for the institution.

There are several reasons Presidents must take the lead in managing fund-raising campaigns.

First, college presidents are viewed as educational leaders in their communities. Often, the President's task is enormous, and is one driven by

(Aiming Higher continued on page 3)

(Aiming Higher: The President as a Fund-raising Leader continued from page 1)

the vision for a better institution. Presidents are respected for their accomplishments, their intellect, and their commitment to make their institutions stronger, more vital assets to their communities. Because of this leadership role, Presidents, indeed, are the peers of business, industry, civic, and social leaders of the community. As it is these individuals who will make the decisions to contribute—or not contribute to the institution—it is clear that the President's leadership abilities within this peer group are an important factor in a college's fund-raising success.

Second, college presidents must lead the way for our trustees, for members of our foundation boards, and for the various support groups which exist on our campus. We must be clear and straightforward in detailing our future plans and the beneficial impact those plans will have on our communities. Equally important, we should be clear in outlining our expectations of our volunteer leaders.

The best way of outlining those financial expectations brings me to the third point: Presidents should generally restrict their fund-raising solicitation activity to major donor prospects (not to be confused with asking only for major gifts.) Most individuals who have made major gifts to colleges and universities first made smaller gifts. Later these donors have elected to make major gifts usually as a result of having developed a relationship with the president of trust, respect, and support of the direction in which the institution is headed.

Presidents should spend time, however, with all of our donors and members of support groups, whatever their capability to give. It is important that we know their opinions and thoughts about the college and its programs.

Our communities have every reason to support us. We have every right—and surely hundreds of good reasons—to ask. As most fund-raising efforts should become self-supporting in a short period of time, our progress is generally limited only by barriers we impose on ourselves. As we move beyond them, our fund-raising efforts will achieve at levels only dreamed of a few years ago.

NETWORK OF CALIFORNIA COMMUNITY COLLEGE FOUNDATIONS

FOUNDATION DEVELOPMENT Abstracts

YOUR MESSAGE IS AS CLEAR AS YOUR MISSION STATEMENT

Pat Rasmussen and James M. Anderson

A persistent, clear message of the mission of the community colleges will be necessary to overcome the current misperceptions about them, according to Mark Grossman of the marketing firm Gross, Burson, and Marstellar.

The firm recently completed an audit of selected community colleges and composed an action plan to improve the image of the 107 California community colleges.

The image report will not only assist the colleges in enhancing their public image but will have additional implications for resource development officers. As foundation mission statements are developed, they should reflect a symbiotic relationship between the mission of the college and that of its foundation. The harmony of both statements will bring about greater fund-raising potential and will help raise the image of our community colleges.

The result of the image study, released by the Community College Foundation, yield no surprises to those who have worked in the system. The public still perceives the community college as a provider of a second-rate education. Many are misinformed about the services our colleges can provide.

Public Awareness of College Missions is Low

The general public is not aware of the mission of the community colleges in the state or the multiplicity of benefits they bring to our communities. They are even less aware of our foundations and are often reluctant to give funds to help our tax-assisted colleges.

One way to improve our image is to make certain our message is clear, focused, and repeated often. As our colleges plan their futures, the plan should be apparent in a mission statement, and the entire college community—faculty, staff, foundation, must understand the plan and be willing to support it collectively.

Resource development officers will find it increasingly difficult to raise money for institutions that do not have a clear vision of the future. Donors are more apt to give to foundations that support progressive colleges that have a plan to serve the needs of its constituency.

Equally important for successful fund raising will be a mission statement for our foundations that projects the image of the college and its needs for the future. As long-range plans are developed for our colleges, development officers should make a conscientious effort to merge the college's mission with that of the foundation so that the two organizations work in harmony.

Often foundation volunteers can do a great deal to help clear the misperceptions of the role of the community college. Generally, foundation directors are educated business and community leaders who have the respect of the general public. Immersing them in the mission of the college and the foundation will help them to understand the college and its needs and to visualize the positive role the college will play in the community.

If your foundation does not have a mission statement, there's no time like the present to write one. It should be a clear, concise set of messages tailored to the audience. The statement should create a strong impact on he identity of your organization and the mission of the college.

Donors are making an investment in your institution and as investors they want to know what the organization has done, what it plans to do in the future, and what benefits their investment of time and money will bring.

The mission statement must carry with it a vision for the future, and it should be synchronized with the mission of the college. it must inspire and challenge the donors to play a role in making the future vision happen.

The Case statement is the plan behind the organization—a reiteration of the method by which funds will be solicited and used to better the people the institution serves.

Mission Statement Tips

As you set about to write your mission statement, here are some tips to consider:

- Don't use history as an opener, and leave out as much history as possible. The story of the institution is NOT its setting point. Focus instead on how the foundation programs will benefit donors as well as clients.
- Don't focus on the perpetuation of your institution in your mission statement. People give to people, not to institutions. Emphasize the opportunities your institution provides, not the resources it needs. How will the world look if you do or do not accomplish this project? As Henry Ford once said, "The highest use of capital is not to make more money but to make money do more for the betterment of life."
- Don't make promises you can't realistically keep. The statement and your fund-raising plans must include specific objectives for the use of the money you raise. State why your institution is a wise investment.

- Don't write by committee. Using clear, brief, logical arguments, convince, move, enthuse, and excite donors to believe in and support your mission. And re-evaluate your mission statement yearly. A progressive organization is not likely to be static. As projects, programs, and priorities change, the mission statement should also change to reflect the new direction of your organization.

Examples of a Clear Mission Statement

To create a successful foundation you need a plan, and the plan needs a vision which coincides with your college's long-range plan. These two elements need to be written down in a mission statement that inspires people to give to your institution. It is the medium for your foundation's message.

An excellent example of how a clear mission and vision statement can lead into a forceful foundation position is illustrated in Chaffey College's materials below:

Chaffey College Vision

We share a vision of student-centered, educational excellence and responsiveness to community needs that is manifest in quality teaching and student services, access to opportunity, and community involvement.

Chaffey College Mission and Commitment

1. Our mission is to provide comprehensive, student-centered community college education.

2. We are committed to developing equality by providing equal access to opportunity for our students, our faculty and staff, and the District we serve.

3. We also affirm our commitment to provide service to the community and to enhance the quality of life within the college district.

4. We are committed to excellence.

However succinct the above statements may be, they are illustrated even more forcefully by the following graph.

The College Mission

The graphic demonstrates that student-centered education is the core of the college and that everything else flows out of this focal point. Student programs are totally encompassed in an environment of equality and opportunity. Everything that the college attempts is wrapped in a commitment to excellence.

Foundation and College Missions Closely Linked

In a context of a clear vision and mission by the college, the foundation's mission then become very clear.

Chaffey College Foundation Mission

The mission of the Chaffey College Foundation is to provide the margin of support for the activities and programs of Chaffey Community College necessary to maintain an ongoing commitment to excellence in student - centered education and community service.

The above statements are not the end of the mission process, but rather the beginning of an intensive mission continuum. The continuum process eventually provides direction for college goal setting and the development of management performance objectives each year. A separate one-page document for each of the four mission areas is prepared that lists the specific purposes that relate to that aspect of the mission, the programs necessary to manifest that purpose, the strategies necessary to implement the programs, and finally the outcomes by which the programs and strategies can be measured. The mission and values statements are reaffirmed periodically and the continuum sheets are updated annually through a collegial process involving all levels of the campus and the foundation board of directors.

Pat Rasmussen is director of development at Citrus College and is past president of the Network of California Community College Foundations. James M. Anderson, Ph.D., is vice president for planning and development at Chaffey College.

Foundation Development Abstracts is published by the Network of California Community College Foundations. For further information or additional copies, please contact Jim Anderson at Chaffey College, 5885 Haven Ave., Rancho Cucamonga, CA 91701-3002, or call 714/941-2112.

GUIDELINES FOR A CASE STATEMENT

Your case statement is your basic resource document containing the information you will need to write all other fund raising materials; direct mail, brochures, and public relations materials. It should reflect identification of the institution needs and careful planning on how these needs will be met, with specific goals established. Every individual involved in implementing the selected strategies should endorse and adopt the case statement.

MISSION: The purpose and mission of your institution succinctly stated.

HISTORY: A brief history of the institution which highlights major accomplishments, particularly those which demonstrate the institution's capabilities in the areas of need indicated in the case statement.

NEEDS: Needs must be supported by evidence. Demographics reflecting both the present and future trends can be used to support your needs, as well as quotes from authoritative sources.

GOALS: Specific outcomes that are responsive to the documented needs should be listed. Goals should be measurable qualitatively, quantitatively, or both.

STRATEGIES: Your plans, or methods, for meeting the needs and accomplishing the specified goals. A well thought out, practical solution should be presented sequentially, in some detail. Staff, facilities and budgets required to implement these strategies should be included, along with specific time lines and a process for evaluation.

FUND RAISING: Costs can be assigned to specific programs, or to "Categories of Giving." Indicate what each level of donation can provide in terms of benefits to students.

CASE STATEMENT
for
COASTLINE COMMUNITY COLLEGE FOUNDATION CAMPAIGN
"INVEST IN THE VISION"

Propelled by years of record growth, Orange County has emerged as one of the most prosperous counties in the nation. With rapid growth, however, have come considerable changes for area residents -- and nowhere are those changes more evident than in the northwest part of the county.

The varying demographics of an aging population; the arrival of thousands of foreign-born residents, added to the numbers of people migrating to the area from other parts of the country; new technologies; and the area's shifting economic base have all combined to complicate the milieu.

These changes aside, residents continue to visualize northwest Orange County as an ideal place to live, with exceptional security, unlimited avocational alternatives, and a healthy financial climate. Area residents also recognize the need for new and expanded educational programs to assure a continued high quality of life.

In 1976, when these changes began to emerge, Coastline Community College was established. The College's mission, now as then, is to serve the area's adults through innovative, accessible, and affordable programs of higher education, so they may acquire the knowledge and skills needed to realize their personal vision of the ideal life in Orange County.

* **CAREER TRAINING** -- Coastline provides occupational training to hundreds of people, enabling local businesses and industries which employ them, to compete successfully in the marketplace.

  The College offers the industry-recognized Certificate of Completion in approximately 20 high-yield career areas. A number of local businesses have invited Coastline to use their facilities as classrooms, thereby bringing quality higher education into the workplace.

* **BASIC SKILLS** -- Coastline provides hundreds of adults with the opportunity to develop basic skills in reading, writing, and math so they may become gainfully employed, taxpaying members of our community.

The College offers nine entry-level occupational programs which enroll more than 950 students each semester. Through the College JTPA programs, Coastline serves and places an additional 150 previously unemployed adults each year.

* **REHABILITATION PROGRAMS** -- Coastline provides disabled adults with intensive rehabilitation programs, allowing both students and their families to lead more normal lives.

  The College's rehabilitation program for the Traumatically Head-Injured (THI), featured recently on NBC's "Today" program, has received more than $500,000 in research grants while assisting more than 500 young adults.

* **IMMIGRANT TRAINING** --Coastline teaches foreign-born adults important language, social and business skills, enabling them to take maximum advantage of the economic promises of America.

  2,500 foreign-born residents are served by the College each semester.

* **OLDER ADULT TRAINING** -- Coastline provides older adults with the training necessary to become effective volunteers or members of the work force, and to cope with changing personal, social, and financial conditions.

  Close to 3,500 adults over the age of 55 enroll each semester in credit and non-credit classes offered at 36 community sites.

* **OFF-HOURS EDUCATIONAL TRAINING** -- Coastline provides young adults, working full-time, the opportunity to earn sufficient transfer college credit for the Associate in Arts degree and/or "junior" class standing at four-year colleges and universities. Students attend classes on weekends, in their homes through telecourses, or in the evenings at numerous neighborhood class sites.

  Coastline students transferring to state colleges and universities earn considerably higher grades than non-Coastline students.

* **PROFESSIONAL INSTRUCTION** -- Coastline provides practical, up-to-date training by utilizing hundreds of working professionals as instructors.

  More than 400 area professionals are hired as adjunct faculty each year, providing numerous networking possibilities for students with various business and community interests.

* **INTERNATIONAL BUSINESS TRAINING** -- Coastline is helping hundreds of adults learn foreign languages, cultures, and international business practices which serve to create a hospitable environment for hosting foreign tourists and business executives, as well as to promote international trade and cultural understanding.

  The World Trade Center Institute was formed by Coastline in partnership with the World Trade Center Association of Orange County.

  More than 1,500 students are taught 16 different foreign languages each semester.

  To meet the daily needs of business representatives, Coastline operates an international business resource center featuring an international business computer network.

* **COMPREHENSIVE COURSE OFFERINGS** -- Coastline courses meet direct and immediate community needs.

  Since Coastline's founding in 1976, more than 250,000 residents have enrolled in transfer credit courses offered at more than 80 different locations each semester.

  75 percent of all enrolled students finish Coastline courses--a course completion rate consistently ranking among California's highest.

  Each year more than 20,000 residents participate in fee-based classes, seminars, conferences, tours and special events offered by Coastline's Office of Community Services.

THE FUTURE OF COASTLINE COMMUNITY COLLEGE

In order to continue meeting the educational needs of district residents through the next decade, Coastline must perpetuate its tradition of innovation, flexibility, and relevance. Because regular funds are inadequate, the COASTLINE COMMUNITY COLLEGE FOUNDATION (CCCF) has been formed to develop new and expanded educational programs of quality for area residents.

In 1987, Coastline completed an extensive five-year study of northwest Orange County's projected educational needs and services for the 1990's and beyond. Findings of this survey were based, in large part, on a community survey which asked district residents to review Coastline's mission statement and institutional goals, as well as their own individual educational needs. Results have been configured into six "people-oriented programs" which attempt to respond directly to the documented needs of district residents.

The Coastline Community College Foundation has designated this campaign "Invest in the Vision," and encourages your consideration and support of these programs.

ACCESS TO THE PROMISE

This program responds to the needs of residents with diverse backgrounds, helping them to gain access to higher education, and establishing support systems which will assist them to succeed academically.

This program will:

* Improve English language instruction for foreign-born residents by instituting computerized classes in "English as a Second Language."

* Increase the short-term (90 days) student loan fund.

* Increase the number and size of the scholarship program.

* Establish new sites for the Weekend College.

* Secure additional business and industry-based learning sites.

* Create a "New Americans" educational service center.

* Purchase a computerized guidance system designed to assist adults seeking new careers.

* Establish a computerized multi-lingual assessment center.

* Join forces with UCI in a "Computerized Articulation Transfer Network."

* Produce new telecourses serving the vocational, remedial, and general educational needs of adults.

SENIORS SERVING SOCIETY

This program is designed to provide training for the growing number of retirees wishing to secure voluntary or part-time employment.

This program will:

* Expand the elementary and secondary School Teacher's Aide Program to include older adults and retirees.

* Create after-school programs, allowing seniors to assist working parents with child-care needs.

* Develop a Safety, Security and Inspection Program for seniors to inspect the living environment of the elderly.

* Encourage senior participation in the Literacy Training Program.

* Expand the Ombudsman Program to assist the confined elderly.

* Create a College Education Renewal Certificate as an incentive to seniors desiring further educational training.

* Create a training program for nursing assistants at long-term care facilities for the homebound elderly.

A BETTER TOMORROW

This program is designed to meet the needs of adults facing radical life changes. This group may include recently divorced women reentering the work force, retirees in search of new careers, seniors with a need for new technological training to expand their lives, or handicapped residents seeking greater personal and financial independence.

This program will:

* Establish a Computerized Stroke Rehabilitation Program based on research collected in the Traumatic Head Injured (THI) program.

* Endow THI teaching positions as a buffer against uncertain government funding.

* Create computer training programs specifically for seniors.

* Establish a Mentor Program for men and women of all ages seeking higher business opportunities.

* Sponsor and/or host a Job Fair for northwest Orange County residents.

* Establish a Placement Office specifically for handicapped adults.

* Create a Paraprofessional Certificate Program designed to train adults to work with a variety of handicapped groups.

* Develop an educational program specifically for THI family members.

INTERNATIONAL VISTAS

This program is designed to promote a better understanding among northwest Orange County residents of the languages, cultures and business practices of foreign visitors and business executives who come to Orange County. The program's primary goal is to increase the competitive capability of local businesses involved in international markets.

This program will:

* Create a Foreign Language and Culture Laboratory to help residents learn foreign languages quickly while developing cultural sensitivities.

* Expand the capabilities of the International Business Resource Center.

* Establish an International Small Business Center where several languages are spoken to assist foreign-born residents.

THE COMPETITIVE EDGE

This program attempts to add new instructional programs and facilities designed to train current and potential employees for area industries and small businesses.

This program will:

* Establish a Computer Network Specialist Training Program.

* Create an Integrated Quality Assurance Program involving all management functions.

* Establish a "high tech" laboratory to serve existing programs.

* Develop a mobile teleconferencing facility for national and international training conferences.

COMMUNITY NETWORKING

This program strives to heighten interaction among all segments of the eleven northwest Orange County communities served by the College.

This program will:

* Establish a Cultural Associates Program.

* Secure a visual and performing arts training facility.

* Sponsor area conferences and other outreach programs such as Coastline's Conference for Women which will encourage participation from members of all district communities.

The CCCF has already received sizable contributions from the following:

Avco Financial Services
Beatrice Hunt-Wesson
B. J. Stewart Advertising
Neel Buell
C. J. Segerstrom & Sons
Capital Investments and Ventures Corp.
Carl Karcher Enterprises
John Cronin
Digital Equipment Corporation
Edith M. Fee
First Interstate Bank
Fluor Company
Great American Savings
Independent Financial Planning Group, Inc.
McDonnell Douglas
Northrup
Pacific Bell
Pacific Mutual
Red Robin Restaurants, Inc.
Rockwell International
State Farm Insurance

These companies recognize the need for increased educational programs to ensure the continued successful growth and quality of life in northwest Orange County.

In addition to corporate sponsors, Coastline students, staff and alumni are lending their support to this visionary program. We urge you to join your neighbors, friends, and business associates and invest in the future of northwest Orange County. We urge you to **INVEST IN THE VISION!!**

THE CALIFORNIA COMMUNITY COLLEGE SYSTEM

The California Community College system is the largest system of higher education in the world, serving more than 1.3 million students at 108 colleges throughout the state. Academic programs include general education requirements and course work preparatory for transfer to academic majors at four-year colleges and universities. Career and vocational education courses include over 340 programs in agriculture, business, health, home economics, office occupations, public safety, trade and industry, and technical areas.

California Community College students are among the most diverse found in any educational system in the world. To meet the needs of students with a wide variety of interests, backgrounds, and goals, the Community Colleges offer a wide range of Student Support Services. While services vary from college to college, most include career planning and placement services, child care, counseling, financial aid, health services, and tutoring. The colleges also offer a variety of special services for special populations of students, with the goal of providing the necessary assistance for student success. These services include Disabled Student programs and Extended Opportunity Programs and Services for educationally and economically disadvantaged students.

The strong commitment to teaching excellence in the California Community Colleges is reflected in small classes, with an average of 29 students. More than 85 percent of the full-time faculty hold a master's or higher degree, and 66 percent of all classes are taught by full-time faculty. New legislation has set a goal of 75 percent full-time faculty to assure a core of committed teachers who participate in the development of curriculum and standards, and who are available to students on a regular basis.

Source: California Community College Foundation

Organizing A Community College Foundation In California

1. Organize a chartering group of at least five to start the process of incorporation. Sometimes this move is instigated by resolution of the college's board of trustees.

2. Have Articles of Incorporation for a non-profit organization legally drawn, signed by the chartering group and with the incorporation papers send it to the Secretary of State for California.

   Note: If you plan to use the name of the college in the title of your non-profit organization, as a courtesy you should obtain the permission of the college's board of trustees.

3. Once the Secretary of State has issued your non-profit corporation charter, the chartering group should develop and approve a set of by-laws.

4. Send an application to the Internal Revenue Service to become a tax-deductible educational foundation under 501-C-3 of the IRS code.

   Your 501-C-3 designation letter will include your organizations tax deductible identification number which should be printed in your gift acknowledgement letters and on your stationery. You will also receive a federal employer identification number which is requested on many federal and state forms.

5. Now you are ready to determine if the foundation is to remain an independent foundation or if it is to become an "auxiliary" foundation of your college or district. What does this mean?

   If the foundation remains completely independent, it must pay for the use of all facilities, services and personnel. No college funds or facilities can be used without appropriate compensation to the college. If the college did assist the independent foundation with facilities, personnel or services without appropriate compensation it could conceivably be sued. Civil or criminal legal action could be instigated by taxpayers against the board of trustees and/or the college's administrators for "making a gift" of public funds to a totally independent corporation over which the trustees have no control.

   However, a community college district under Title 5 of the Higher Education code, may through a master agreement - approved by the State Chancellor's office - make the foundation an auxiliary organization of the district even

though the foundation has an independent board of directors.

If the foundation signs the master agreement offered by the district, then the district can use its personnel, facilities and services to assist the foundation. Under the master agreement, the foundation is limited in purpose to those activities approved for auxiliary organizations in the Title V regulations. Those regulations are generally broad enough to allow the foundation to function the same as an independent foundation.

6. Hold an annual meeting and elect an expanded board of directors.

7. Elect your officers and designate an executive director.

8. Establish policies and procedures for handling funds, and non-cash contributions to the foundation.

9. Commence your solicitations.

10. File your required reports to the state and federal agencies.

wp\organizg

Types of Foundations

Two Types of foundations in California

Community college foundations can be established under the *corporate codes* or the *education codes* of the state of California. Both types can be tax-exempt 501 (c)(3) organizations. About half of the community college foundations operate as college auxiliaries under education codes. The advantages of not being under the education codes are greater autonomy, fewer restrictions, and more flexibility. Some funding sources will only give to independent foundation.

Restrictions

Some colleges operate both a separate foundation, as well as an auxiliary organization, for selected development activities, particularly grants and special events. Since other sources will give only to colleges and not to foundations, there is an advantage to having this dual structure.

Technically, both must operate independently with no staffing or direct support from the college. However, colleges generally provide support and some staffing to their foundations until they get off the ground. To stay in compliance with state codes, this is done through in-kind support rather than providing a separate staff and budget or through arrangements to re-pay the cost of this support.

Advantages of a College Foundation

A foundation assures prospective donors that funds and endowments can and will be managed efficiently because prominent members of the community would serve on the foundation board.

A foundation can also own and lease land to the college. This can be useful if there are legal restrictions on college land holdings of development.

Most importantly, a foundation allows the college to become entrepreneurs and generate their own sources of revenue through community fund raisers.

The college foundation broadens the base of the college's support, lends prestige to fund-raising efforts and communicates to the public that the college is responsive to local needs.

CHAPTER 4.5. AUXILIARY ORGANIZATIONS

Article 1. Scope and Definitions

59250. Scope.

(a) The governing body of a community college district may establish auxiliary organizations for the purpose of providing supportive services and specialized programs for the general benefit of its college or colleges, as determined by the governing board. Such organizations shall be established and maintained in accordance with the provisions of Article 6 (commencing with Section 72670) of Chapter 6, Part 45 of the Education Code, and the regulations contained in this chapter.

(b) Other organizations which provide supportive services and specialized programs for the general benefit of colleges, which are authorized by other provisions of law, need not be established as an auxiliary organization pursuant to this chapter. If, however, an organization is not established as an auxiliary organization in accordance with the provisions of this chapter, its powers and duties will continue to be defined by the other provisions of law which provide for its establishment and operation.

(c) An auxiliary organization which was in existence on or before August 31, 1980, may continue to operate under the provisions of Article 6 (commencing with Section 72670) of Chapter 6, Part 45 of the Education Code, as it read on August 30, 1980. Such organizations, however, shall operate only in accordance with the provisions of former Article 6; and shall not, unless established and maintained in accordance with the provisions of this chapter, be vested with any additional authority or flexibility that may be provided by this chapter and the current Article 6 (commencing with Section 72670) of Chapter 6, Part 45 of the Education Code.

NOTE: Authority cited: Sections 71020, 72672, Education Code. Reference: Article 6 (commencing with Section 72670), Chapter 6, Part 45, Education Code.

HISTORY:

1. New Chapter 4.5 (Articles 1–3, Sections 59250–59276, not consecutive) filed 5-4-81; effective thirtieth day thereafter (Register 81, No. 19).

59251. Definitions.

For the purposes of this chapter, the following definitions shall be applied:

(a) Auxiliary organization: An "auxiliary organization" is an entity authorized by Section 72670 of the Education Code which is established by the governing board in accordance with the provisions of this chapter and Article 6 (commencing with Section 72670) of Chapter 6, Part 45 of the Education Code.

(b) Written agreement: A "written agreement" is an agreement between a community college district and an auxiliary organization which may implement or otherwise address the requirements of subdivision (j) of Section 59257 of this chapter.

NOTE: Authority cited: Sections 71020, 72672, Education Code. Reference: Sections 72670, 72672, Education Code.

Article 2. District Responsibilities

59255. Conditions for Establishment.

The following conditions must be met before an auxiliary organization may be established by a community college district:

(a) The district governing board must adopt implementing regulations for auxiliary organizations. Such regulations must, at least, address the subjects specified in Section 59257 of this chapter;

(b) The district's implementing regulations must be reviewed and approved by the Chancellor;

(c) The particular auxiliary organization being established may only provide recognized services or functions as specified in Section 59259;

(d) The district governing board must approve the establishment of the auxiliary organization; and

(e) The district must at such time as it recognizes an auxiliary organization, submit to the Chancellor any written agreement with an auxiliary organization, as well as the articles of incorporation, bylaws, or other governing instrument of the particular auxiliary organization.

NOTE: Authority cited: Sections 71020, 72672, Education Code. Reference: Section 72672, Education Code.

59257. Implementing Regulations.

Each district governing board wishing to establish an auxiliary organization must adopt implementing regulations, and submit such regulations to the Chancellor for approval. The implementing regulations must contain provisions which address at least the following subjects:

(a) Provisions which set forth the district's method for recognizing an auxiliary organization, which procedure must include a public hearing prior to such recognition;

(b) Provisions which limit authorized auxiliary organizations to those performing recognized functions described in Section 59259;

(c) Provisions which implement Section 72674 of the Education Code, regarding composition and meetings of boards of directors of auxiliary organizations;

(d) Provisions which implement subdivision (a) of Section 72672 of the Education Code, regarding the audit of auxiliary organizations;

(e) Provisions which implement subdivision (c) of Section 72672 of the Education Code, regarding salaries, working conditions, and benefits for full-time employees of auxiliary organizations;

(f) Provisions which implement Section 72675 of the Education Code, regarding expenditures and fund appropriations by auxiliary organizations;

(g) Provisions which establish recordkeeping responsibilities of auxiliary organizations;

(h) Provisions which establish a procedure for periodic review of each auxiliary organization by the district to insure that it is complying with Sections 72670–72682 of the Education Code, district implementing regulations, any written agreement with the district, and its articles of incorporation or bylaws; and

(i) Provisions which prohibit the district from transferring any of its funds or resources other than funds or resources derived from gifts or bequests, to any of its auxiliary organizations, when the purpose of such transfer is either to avoid laws or regulations which constrain community college districts or to provide the district with an unfair advantage with respect to the application of any state funding mechanism. Such state funding mechanisms include, but are not limited to, general apportionment funding, capital outlay funding, Extended Opportunity Programs and Services funding, and funding for programs and services for handicapped students.

(j) Provisions which shall specify the following:

(1) The function or functions which the auxiliary organization is to manage, operate or administer;

(2) A statement of the reasons for administration of the functions by the auxiliary organization instead of by the college under usual district procedures;

(3) The areas of authority and responsibility of the auxiliary organization and the college;

(4) The facilities to be made available, if any, by the district to permit the auxiliary organization to perform the functions specified in the implementing regulations or written agreement;

(5) The charge or rental to be paid to the district by the auxiliary organization for any district facilities used in connection with the performance of its function. The charge or rental specified shall not require involved methods of computation, and should be identified in sufficient time before its incurrence so that the auxiliary organization may determine to what extent it shall be liable therefor;

(6) Full reimbursement to the district for services performed by district employees under the direction of the auxiliary organization. Methods of proration where services are performed by district employees for the auxiliary organization shall be simple and equitable;

(7) A simple and equitable method of determining in advance to what extent the auxiliary organization shall be liable for indirect costs relating to federally-sponsored programs;

(8) The responsibility for maintenance and payment of operating expenses;

(9) The proposed expenditures for public relations or other purposes which would serve to augment district appropriations for operation of the college. With respect to expenditures for public relations or other purposes which would serve to augment district appropriation for the operation of the college, the auxiliary organization may expend funds in such amount and for such purposes as are approved by the board of directors of the auxiliary organization. The college president shall file with the district's chief executive officer a statement of auxiliary organizations' policies on accumulation and use of public relations funds. The statement will include the policy and procedure on solicitation of funds, source of funds, amounts, and purpose for which the funds will be used, allowable expenditures, and procedures of control;

(10) The disposition to be made of net earnings derived from the operation of facilities owned or leased by the auxiliary organization and provisions for reserves;

(11) The disposition to be made of net assets on cessation of the operations under the agreement; and

(12) Provisions which require a covenant of the auxiliary organization to maintain its existence throughout the period of the agreement and to operate in accordance with Sections 72670–72682 of the Education Code, and with the regulations contained in this chapter as well as district implementing regulations.

In addressing the requirements of this subdivision in its district implementing regulations, a district may provide for such requirements in a written agreement or agreements with an auxiliary organization. The agreement shall provide for all requirements of this subdivision which have not been addressed in the district implementing regulations.

NOTE: Authority cited: Sections 71020, 72672, Education Code. Reference: Article 6 (commencing with Section 72670), Chapter 6, Part 45, Education Code.

59259. Recognized Functions.

The functions to be undertaken by auxiliary organizations are for the purpose of providing activities which are an integral part of the community college educational programs. The following supportive services and specialized programs which may be developed and operated by auxiliary organizations have been determined by the Board of Governors to be appropriate:

(a) Student association or organization activities;
(b) Bookstores;
(c) Food and campus services;
(d) Student union programs;
(e) Facilities and equipment;
(f) Loans, scholarships, grants-in-aids;
(g) Workshops, conferences, institutes, and federal projects;
(h) Alumni activities;
(i) Supplementary health services;
(j) Gifts, bequests, devises, endowments and trusts; and
(k) Public relations programs.

The Chancellor shall periodically report to the Board of Governors on the extent to which auxiliary organizations formed pursuant to this chapter are performing each of the functions recognized in this section.

NOTE: Authority cited: Sections 71020, 72672, Education Code. Reference: Sections 72670 and 72672, Education Code.

59263. Auxiliary Organizations in Good Standing.

(a) Each district which establishes one or more auxiliary organizations shall prepare and keep current a list of auxiliary organizations in good standing. All auxiliary organizations which, after periodic review in the manner specified by district implementing regulations, are found to be in compliance with applicable laws and regulations, shall be included on this list.

(b) When the chief executive officer of a district has reason to believe that a particular organization should be removed from this list, he or she shall give the board of directors of such organization reasonable notice that a conference will be held to determine whether grounds for removal do in fact exist, and representatives of said board shall be entitled to be present at such conference and to be heard. Based upon such conference, the chief executive officer shall recommend to the district governing board whether a particular organization should be removed from the list. The district governing board may, in its sole discretion, remove such an auxiliary organization from said list, and may make such other provisions consistent with law as may be appropriate with respect to an auxiliary organization not included on said list.

NOTE: Authority cited: Sections 71020, 72672, Education Code. Reference: Section 72672, Education Code.

BEST COPY AVAILABLE

59263. Ongoing Responsibilities.

Each district governing board which establishes one or more auxiliary organizations shall:

(a) Insure that an audit on each auxiliary organization is performed annually in the manner prescribed by subdivision (a) of Section 72672 of the Education Code; and that a copy of said audit is submitted to the Chancellor;

(b) Submit any changes in district implementing regulations to the Chancellor for approval;

(c) Submit to the Chancellor any changes made in any written agreement, articles of incorporation, bylaws or other governing instrument pertaining to any established auxiliary organization;

(d) Periodically review each auxiliary organization for compliance with Education Code Sections 72670–72682, the regulations contained in this chapter and district implementing regulations, any written agreement, and the auxiliary organization's articles of incorporation, bylaws or other governing instrument. Such review shall be conducted in accordance with the procedure specified in the district implementing regulations;

(e) Prepare and keep current a list of auxiliary organizations in good standing in the manner provided for in Section 59263. A copy of the initial list of auxiliary organizations in good standing, as well as any updated version of such list shall be forwarded to the Chancellor; and

(f) Report to the Chancellor, as may be required from time to time, on the operations of its auxiliary organizations.

NOTE: Authority cited: Sections 71020, 72672, Education Code. Reference: Article 6 (commencing with Section 72670), Chapter 6, Part 45, Education Code.

Article 3. Board of Governors and Chancellor's Office Responsibilities

59270. Procedures for Annual Audits and Financial Reporting.

The Chancellor shall have the authority to prescribe the reporting and auditing procedures for auxiliary organizations. Such procedures are contained in the document, *California Community Colleges Auxiliary—Organization Accounting and Reporting System*, which shall be maintained by the Chancellor. Districts and auxiliary organizations shall apply and comply with the provisions of this document.

NOTE: Authority cited: Sections 71020, 71091, 72672, 72673, Education Code. Reference: Sections 72672, 72673, Education Code.

59272. Review of District Implementing Regulations.

The Chancellor shall review and approve or disapprove district implementing regulations no later than 60 days after receipt. Implementing regulations which satisfactorily address the minimum contents specified in Section 59257 shall be approved. Implementing regulations which are disapproved shall be returned with a statement of reasons as to why they were rejected.

NOTE: Authority cited: Sections 71020, 72672, Education Code. Reference: Section 72672, Education Code.

59274. Retention of Documentation.

(a) The Chancellor shall:

(1) Maintain a copy of the approved implementing regulations and any approved amendments thereto submitted by community college districts;

(2) Maintain a copy of the articles of incorporation and bylaws and any amendments thereto submitted by community college districts;

BEST COPY AVAILABLE

(3) Maintain a copy of each written agreement between an auxiliary organization and a college district;

(4) Maintain a copy of the annual audit of each auxiliary organization; and

(5) Maintain a copy of each district's list of organizations in good standing, and compile a statewide list of organizations in good standing.

(b) The Chancellor shall make this information accessible to interested parties, and may charge a reasonable fee to cover the actual cost of providing requested copies.

NOTE: Authority cited: Sections 71020, 72672, Education Code. Reference: Article 6 (commencing with Section 72670), Chapter 6, Part 45, Education Code.

59276. Annual Report to Legislature.

The Chancellor shall submit an annual report to the Legislature which shall describe the development and activities of the auxiliary organizations authorized by Article 6 (commencing with Section 72670) of Chapter 6, Part 45 of the Education Code. The report shall also account for the cost to the Chancellor's Office of administering the provisions of this article.

NOTE: Authority cited: Sections 71020, 72672, Education Code. Reference: Section 72681, Education Code.

Insurance -

One of the first things new volunteer directors will inquire about is the Foundation's liability, errors and omissions insurance. Fortunately California, through legislative action had reduced the vulnerability of volunteer directors.

> "There shall be no personal liability to a third party for monetary damages on the part of a volunteer director or volunteer executive committee officer of a non-profit corporation subject to this part caused by the director's or officer's negligent act or omission in the performance at that person's duties as a director or officer .... (A copy of the full act is included.)

Even with this important exclusion, the Foundation must have liability insurance. Most auxiliary foundations should be listed as "additional insureds" under the District policy. It is important to note any of the exclusions for the "additionally insured." It may be necessary for the auxiliary foundations to obtain "special event" or other insurance to fill the gaps between the state law and their liability policy.

Independent foundations will need to purchase liability insurance for all occasions. When this insurance is being purchased, the executive director should make should make sure the policy covers events where alcohol is being served. Another inquiry should be made about foundation sponsored events off campus, on boats, buses, planes and even activities outside of the United States.

wp\insrance

Department of the Treasury
Internal Revenue Service

Notice 835

January 1988)

Major New Tax Law Changes Affecting Exempt Organizations

Legislation signed into law by the President on December 22, 1987, contains a number of significant provisions affecting tax-exempt organizations described in section 501(c) of the Internal Revenue Code. These provisions include new public disclosure requirements imposed on the organizations, penalties for not complying with the new requirements, and taxes on political expenditures and lobbying beyond allowable amounts by certain types of exempt organizations. Some of these provisions were effective on the date of enactment or the day following, and some become effective January 21 or February 1, 1988.

Exempt organizations need to familiarize themselves with these tax law changes in order to bring themselves into compliance. This Notice attempts to alert you to the major new provisions affecting tax-exempt organizations. In some cases, **the new law requires important changes in how you conduct certain activities,** such as when a noncharitable organization solicits contributions. In other instances, **the new law will require changes in how you maintain accounting and other types of records,** such as when a charitable organization has certain types of transactions or relationships with noncharitable organizations. Set forth below are brief descriptions of the new law's key provisions. The Service plans to provide further guidance in the near future.

Public Disclosure Requirements

Solicitations of Nondeductible Contributions.—Beginning February 1, 1988, any fundraising solicitation by or on behalf of any section 501(c) organization that is *not* eligible to receive contributions deductible as charitable contributions for Federal income tax purposes must include an express statement that contributions or gifts to it are not deductible as charitable contributions. The statement must be in a conspicuous and easily recognizable format whether the solicitation is made in written or printed form, by television or radio, or by telephone. However, this provision applies only to those organizations whose annual gross receipts are normally more than $100,000. Religious and apostolic organizations described in section 501(d), as well as political organizations (including PACs) described in section 527(e), are also required to comply with this provision.

Failure to disclose that contributions are not deductible could result in a penalty of $1,000 for each day on which a failure occurs, up to a maximum amount upon any organization of $10,000. In cases where the failure to make the disclosure is due to intentional disregard of the law, the $10,000 limitation does not apply and more severe penalties are applicable. No penalty will be imposed if the failure is due to reasonable cause.

Public Inspection of Annual Returns.—Any organization that files a **Form 990,** Return of Organization Exempt From Income Tax, for a tax year beginning after 1986 must make its return available for public inspection upon request within the 3-year period beginning with the due date of the return (including extensions, if any). All parts of the return and all required schedules and attachments other than the list of contributors to the organization must be made available. Inspection must be permitted during regular business hours at the organization's principal office and at each of its regional or district offices having 3 or more employees. This provision applies to any organization that files a Form 990, regardless of the size of the organization and whether or not it has any paid employees.

Any person who does not comply with the public inspection requirement may be assessed a penalty of $10 for each day that inspection was not permitted, up to a maximum of $5,000 with respect to any one return. Any person who willfully fails to comply may be subject to an additional penalty of $1,000. No penalty will be imposed if the failure is due to reasonable cause.

Public Inspection of Exemption Applications.—Beginning January 21, 1988, any section 501(c) or 501(d) organization that submitted an application for recognition of exemption (including Forms 1023 and 1024) to the Internal Revenue Service after July 15, 1987, must make available for public inspection a copy of its application (together with a copy of any papers submitted in support of its application) and any letter or other document issued by the Service in response to the application. An organization that submitted its exemption application on or before July 15, 1987, must also comply with this requirement if it had a copy of its application on July 15, 1987. As in the case of annual returns, the copy of the application and related documents must be made available for inspection during regular business hours at the organization's principal office and at each of its regional or district offices having at least 3 employees.

The penalties for failure to comply with this provision are the same as those discussed in "Public Inspection of Annual Returns" above, except that the $5,000 limitation does not apply. No penalty will be imposed if the failure is due to reasonable cause.

Both exempt organization returns and approved exemption applications will continue to be available for public inspection at IRS district offices and at the IRS National Office in Washington, D.C.

Disclosures Regarding Certain Information and Services Furnished.—A section 501(c) organization that offers to sell (or solicits money for) specific information or a routine service to any individual which could be readily obtained by that individual from an agency of the Federal Government free of charge or for a nominal charge must disclose that fact in a conspicuous manner when making any such offer or solicitation after January 31, 1988. Any organization that intentionally disregards this requirement will be subject to a penalty *for each day* on which the offers or solicitations were made. The penalty imposed for a particular day is the greater of $1,000 or 50 percent of the aggregate cost of the offers and solicitations made on that day which lacked the required disclosure.

Disclosures Regarding Certain Transactions and Relationships.— In their annual returns on Form 990 or 990-PF for years beginning after 1987, section 501(c)(3) organizations must disclose information with respect to their direct or indirect transfers to, and other direct or indirect relationships with, other organizations described in section 501(c) (not including other section 501(c)(3) organizations) or in section 527, relating to political organizations. The purpose of this provision is to help prevent the diversion or expenditure of a section 501(c)(3) organization's funds for purposes not intended by section 501(c)(3) of the Code. Forms 990 and 990-PF for 1988 will require this additional information. All section 501(c)(3) organizations are now obliged to begin maintaining records regarding all such transfers, transactions, and relationships.

Political and Legislative Activities

Political Activities by Section 501(c)(3) Organizations.—Section 501(c)(3) has been clarified so that it now explicitly bars not only activities and expenditures "in support of" any candidate for public office, but also activities and expenditures "in opposition to" any such candidate. Other sections allowing a charitable contribution deduction for Federal income, estate, and gift tax purposes have been amended in an identical fashion. These amendments took effect on December 23, 1987.

Another amendment taking effect on the same date precludes qualification under section 501(c)(4) for any organization that lost its section 501(c)(3) status because of its intervention in a political campaign. This ensures that such an organization would be subject to Federal income tax for at least one year before its tax-exempt status under section 501(c)(3) could be reinstated. Prior to this amendment, section 504 of the Code barred section 501(c)(4) qualification only for those organizations that lost their section 501(c)(3) status because of substantial lobbying activities.

Tax on Political Expenditures by Section 501(c)(3) Organizations.—For taxable years beginning after December 22, 1987, an initial excise tax under new section 4955 is imposed on any amount paid or incurred by a section 501(c)(3) organization in connection with any intervention in a political campaign on behalf of, or in opposition to, any candidate for public

BEST COPY AVAILABLE

office. The tax is imposed even if the political expenditure gives rise to a revocation of the organization's section 501(c)(3) status. The initial tax on the organization is equal to 10 percent of the amount involved. An additional tax of 100 percent of the amount involved is also imposed on the organization if it fails to correct the expenditure timely. The initial tax may be abated if the organization can establish that its making of the political expenditure was not willful and flagrant.

An initial tax of 2½ percent of the amount involved (limited to $5,000 of tax with respect to any one expenditure) is imposed on any manager of the organization who, knowing that an expenditure is a political expenditure, agrees to the making of the expenditure, unless such agreement is not willful and is due to reasonable cause. A manager who refuses to agree to part or all of the required correction of the political expenditure may also be subject to an additional tax of 50 percent of the amount involved (subject to a $10,000 maximum).

These new taxes apply in the case of both public charities and private foundations. When tax is imposed under the new provision in the case of a private foundation, however, the expenditure in question will not be treated as a taxable expenditure under section 4945.

For purposes of this new excise tax, in the case of an organization which was formed primarily to promote the candidacy or prospective candidacy of an individual for public office (or which is effectively controlled by a candidate or prospective candidate and which is availed of primarily for such purposes), amounts paid or incurred for any of the following purposes are deemed political expenditures:

(1) Remuneration to the individual (a candidate or prospective candidate) for speeches or other services;

(2) Travel expenses of the individual;

(3) Expenses of conducting polls, surveys, or other studies, or preparing papers or other material for use by the individual;

(4) Expenses of advertising, publicity, and fundraising for such individual; and

(5) Any other expense which has the primary effect of promoting public recognition or otherwise primarily accruing to the benefit of the individual.

Tax on Lobbying Expenditures of Former Section 501(c)(3) Organizations.—For years beginning after December 22, 1987, certain organizations whose section 501(c)(3) status is revoked because of excess lobbying activities will be subject to a new 5 percent excise tax on their lobbying expenditures. A similar tax at the same rate is also imposed on any manager of the organization who willfully and without reasonable cause consented to the making of the lobbying expenditures knowing that they would likely result in the organization's no longer qualifying under section 501(c)(3). There is no limit on the amount of this tax that may be imposed against either the organization or its managers.

These taxes are not imposed in the case of a private foundation (whose lobbying expenditures may be subject to the section 4945 tax on taxable expenditures). The new taxes also are not imposed in the case of any organization for which a section 501(h) election was in effect at the time of the lobbying expenditures or which was not eligible to make a section 501(h) election.

Injunction To Prevent Flagrant Political Expenditures.—In appropriate circumstances, the Service may seek a U.S. district court injunction barring additional political expenditures by a section 501(c)(3) organization. The Service may take this action after it has notified the organization of its intention to seek an injunction if the organization does not immediately cease making political expenditures and after the Commissioner of Internal Revenue has personally determined that the organization has flagrantly participated in a political campaign and that, under the circumstances, an injunction is appropriate to prevent further abuse. The Service may also seek (and the court may grant) such other injunctive relief as may be appropriate to ensure that the organization's funds are preserved for section 501(c)(3) purposes. This provision became effective on December 22, 1987.

Other Provisions

Form 990/990-PF Delinquency Penalty.—In the case of Forms 990 and 990-PF filed for years beginning after 1986, the $10 per day penalty imposed on the organization for failure to file its return timely without reasonable cause has been modified as to the maximum penalty that may be imposed. The maximum penalty for any one return is now limited to the lesser of $5,000 or 5 percent of the organization's gross receipts for the year involved.

User Fees for Exempt Organization Ruling and Determination Requests.—Beginning February 1, 1988, the Service is required to collect a fee from any organization seeking an IRS determination of its exempt status as an organization described in section 501(c), 501(d), or 521 of the Internal Revenue Code. A fee will also be imposed in connection with any exempt organization request for a private-letter ruling.

The nonrefundable fee must be submitted with the application or ruling request. Otherwise, the request will be returned to the submitter without any action being taken on it.

The fees imposed will be reflected in **Form 8718**, User Fee for Exempt Organization Determination Letter Request, which will be used to transmit both the appropriate fee and the application or ruling request.

Income From Publicly Traded Partnerships.—Prior to amendment, section 512(c) provided that a section 501(c) organization's distributive share of partnership income would retain the same character as in the hands of the partnership for purposes of computing the section 501(c) partner's unrelated business taxable income. Thus, income earned by a partnership that was of a type which would not be unrelated business income if earned directly by the section 501(c) partner would not be treated as unrelated business income to that partner.

Section 512(c) has been amended to provide that this rule does not apply to income from a publicly traded partnership and that ALL such income is treated as unrelated business income to a section 501(c) partner. A publicly traded partnership is one whose partnership interests are traded on an established securities market or are readily tradable on a secondary market or substantial equivalent. This change applies to publicly traded partnership interests acquired after December 17, 1987.

Internal Revenue Service
P.O. Box 6940
Florence, KY 41042

Official Business
Penalty for Private Use, $300
Do Not Forward

First Class
Postage and Fees Paid
Internal Revenue Service
Permit No. G-48

33-0094898 06 3 17 03
COASTLINE COMMUNITY COLLEGE
FOUNDATION
11460 WARNER AVE
FOUNTAIN VALLEY CA 92708-2597
IRS

BEST COPY AVAILABLE

Income Tax Exempt Status

One of the most important benefits available to a charity is its ability to qualify under federal and state income tax laws for "tax exempt status." Income tax exempt status confers on the charitable organization exemption from payment of income tax and may also allow charitable donors to deduct from their taxable income contributions made to the organizations.

Legal Forms

A charity may operate in California under any of several legal forms, including a nonprofit corporation, a trust, or an unincorporated association. Most California charities are organized as nonprofit corporations. The three most common types of nonprofit corporations under California law are: public benefit corporations, mutual benefit corporations, and religious corporations. The majority of the registered nonprofit corporations in California are organized as public benefit corporations.

Under California law, a public benefit corporation must be formed for public or charitable purposes and may not be organized for the private gain of any person. A public benefit corporation cannot distribute "profit," gains, or dividends to any person. Public benefit corporations often qualify for income tax exempt status. Public benefit corporations (except for educational institutions and hospitals) must register and rep to the Attorney General's Registry of Charitable Trusts.

Source: Attorney General's Guide for Charities
California Attorney General's Office, October 1988

Application for Tax-Exempt Status

Most charitable organizations in California seek income tax-exempt status under federal Internal Revenue Code (IRC) section 501 (c)(3) and California Revenue and Taxation Code section 23701(d). These provisions general exempt a charity from federal or state income tax on all forms of income derived from the charity's exempt purposes. Individuals who itemize and corporate donors may deduct contributions to "section 501 (c)(3) organizations," subject to various limitations set forth in IRC section 170.

What is 501 (c)(3) Status?

A section 501 (c)(3) organization must be "organized and operated exclusively for religious, charitable, scientific, testing for public safety, literary, or educational purpose." To qualify, an organization must satisfy an organizational test and an operational test. The organization test is met if the articles of incorporation include language limiting the purposes of the organization to one or more of the exempt purposes set forth in section 501 (c)(3)and do not empower the organization to engage in any substantial activities which do not further one or more exempt purposes. In addition, the organizational documents (or applicable state law) must require the organization to expressly dedicate its assets to exempt purposes in the vent of a dissolution.

The operational test requires the organization to be engaged primarily in activities which accomplish one or more of the exempt purposes specified in section 501 (c)(3). The test will not be met if "more than an insubstantial part" of the organization's activities is not in furtherance of exempt purposes. Examples of impermissible conduct include inurement of net earnings to private individuals and engaging in certain prohibited political activities, such as substantial lobbying or participation in political campaigns on behalf of or in opposition to candidates for public office. Nonprofit California public benefit corporations also may be required to show that no more than 49% of the organization's directors are "interested person" or their close relatives, as defined in California Corporations Code section 5227.

"Public Charity" or "Private Foundation"?

Organizations that qualify for exemption under IRC section 501 (c)(3) will be classified by the IRS as either a public charity or a private foundation. Most organizations (with a few exceptions, such as churches) are presumed to be private foundations unless they receive a determination from the IRS that they are a "public charity". In general, an organization will be classified as a public charity if it receives a certain percentage of its total support from government sources, other public charities, or a broad base of individual donors. An organization also may avoid being classified a a private foundation if it maintains a support relationship with one or more public charities or governmental entities; this relationship may be either financial or programmatic.

Classification as a private foundation carries with it several disadvantages, including a 2% excise tax on the organization's net investment income,

certain limitations on the deductibility of charitable contributions by individual donors, a wide range of operational requirements and restrictions, and more burdensome reporting requirements.

Unrelated Business Income is Taxed

Regardless of their private foundation classification, section 501 (c)(3) organizations are subject to tax on income derived from actively conducted business activities that are substantially unrelated to the organization's exempt purposes. (*Community college foundations are generally able to qualify as a public charity because of their close relationship with the community college).*

How to File for Income Tax-Exempt Status

An organization that wishes to obtain income tax-exempt status must file applications with the appropriate federal and state authorities. Obtaining a federal tax exemption under IRC section 501 (c)(3)requires the submission to the IRS of Form 1023 (Application for Recognition of Exemption under Section 501 (c)(3)). The application generally must be filed within 15 months from the end of the month of incorporation. Income tax-exempt status, if granted by the IRC, will be retroactive to the date of incorporation. Under recently enacted legislation, an organization filing an initial application for income tax-exempt status also must pay a fee ranging from $150 to $300. A similar procedure requires the submission to the California Franchise Tax Board of Ford 3500 to obtain tax-exempt status in California. More information on the criteria and procedures for applying for federal tax exemption can be found in IRS publication 557 (How to Apply for and Retain Exempt Status for Your Organization).

In general, IRS Form 1023 requires the organization to submit the following documents:

1. A conformed copy of the organization's articles of incorporation (or trust instrument).

2. The bylaws (if a nonprofit corporation).

3. The Employer Identification Number of the organization or an application therefor on Form SS-4.

4. A statement of receipts and disbursements.

5. A current balance sheet.

6. Other financial information, including a proposed budget for two years in the case of newly formed organizations.

7. An executed copy of a consent to extend the period in which to assess tax (Form 872-C).

Federal laws enacted in 1988 require all tax-exempt organizations to make available for public inspection at their offices during regular business hours a copy of the three most recent annual information returns (Form 990 or 990-PF for IRC 501 (c)(3) organizations), exemption applications, and determination letters.

Property Tax Exemption

The California State Board of Equalization, together with county assessors, are the administrators of the welfare exemption from property taxation (Cal. Rev. & Tax Code, SS214 et seq.). There are many requirements for obtaining a welfare exemption from property taxes, and income tax-exempt status is one of them. *(Under this exemption, real property (land and/or buildings) may be exempt from property tax).*

Sales Tax Exemption

A charity that sells items may be required to collect and remit to the state sales tax on good sold. The rules for sales tax exemption are different from the rules for income tax-exempt status. The exemption for sales tax related to the charitable purpose is subject to many regulations. *(Generally, community college foundations are not eligible for sales tax exemptions).*

Source: Attorney General's Guide for Charities
California Attorney General's Office, October 1988

Sample Documents

for an

Auxiliary Foundation

(Coastline Community College Foundation)

1. Articles of Incorporation
2. Bylaws
3. Master Agreement Between the District and the Foundation

1258286

III.A.1.

ENDORSED
FILED
In the office of the Secretary of State
of the State of California
SEP 21 1984
MARCH FONG EU, Secretary of State
Gloria J. Carroll
Deputy

ARTICLES OF INCORPORATION

OF

THE COASTLINE COMMUNITY COLLEGE FOUNDATION

ARTICLE I

Name

The name of this Corporation is:

THE COASTLINE COMMUNITY COLLEGE FOUNDATION

ARTICLE II

Purposes

This Corporation is a nonprofit public benefit corporation and is not organized for the private gain of any person. It is organized under the Nonprofit Public Benefit Corporation Law for charitable purposes. The charitable purposes of this Corporation are to promote and assist the educational program of the Coastline Community College, in accordance with the mission, policies, and priorities of the College as administered by its President.

ARTICLE III

Conformity with Regulations

This Corporation shall conduct its operations in conformity with general regulations established by the Board of Governors of The California Community Colleges and the implementing regulations established by the Coast Community College District as required by the Education Code, Section 72672(c)

ARTICLE IV

Exempt Status and Limitations on Activities

This Corporation is organized and operated exclusively for charitable purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code.

Notwithstanding any other provision of these Articles, this Corporation shall not carry on any other activities not permitted to be carried on (1) by a corporation exempt from Federal income tax under Section 501(c)(3) of the Internal Revenue Code, or(2) by a corporation, contributions to which are deductible under Section 170(c)(2) of the Internal Revenue Code.

No substantial part of the activities of this Corporation shall consist of the carrying on of propaganda or otherwise attempting to influence legislation, and this Corporation shall not participate in, or intervene in (including the publishing or distribution of statements), any political campaign on behalf of any candidate for public office.

ARTICLE V

Directors

The number of directors, the method of their selection and the terms of their office shall be as specified by the Bylaws of this Corporation. The President of the College or his or her designated representative shall be a member of the Board of Directors of this Corporation to insure that this Corporation operates in conformity with College policy. This Corporation shall have no members other than the persons constituting its Board of Directors. The persons constituting its Board of Directors shall, for the purpose of any statutory provision or

rule of law relating to nonprofit corporations or otherwise, be taken to be the members of such Corporation and exercise all the rights and powers of members thereof.

ARTICLE VI

Dedication and Dissolution

The property of this Corporation is irrevocably dedicated to charitable purposes and no part of the net income or assets of this Corporation shall ever inure to the benefit of any director, officer, or member thereof or to the benefit of any private individual. Upon the dissolution of this Corporation, net assets, other than trust funds, shall be distributed to the Coast Community College District to be used exclusively for charitable purposes.

ARTICLE VII

Initial Agent for Service of Process

The name and address in the State of California of this Corporation's initial agent for service of process is:

John W. Francis
1703 Via Palomares
San Dimas, CA 91773

ARTICLE VIII

Amendment of Articles

The Articles of Incorporation of this Corporation shall not be amended except with the vote of three-fifths (3/5) of the total voting membership of the Board of Directors.

IN WITNESS WHEREOF, for the purpose of forming this nonprofit corporation under the laws of the State of Calilfornia, I, the undersigned, constituting the incorporator of this corporation, have executed these Articles of Incorporation this 21stday of May , 1984.

John W. Francis
Incorporator

DECLARATION

I am the person whose name is subscribed below. I am the incorporator of the Coastline Community college Foundation and I have executed these Articles of Incorporation. The foregoing Articles of Incorporation are my act and deed.

Executed on May 21 , 1984, at San Dimas, California.

I declare that the foregoing is true and correct.

John W. Francis
Incorporator

As Amended
November 21, 1989

BYLAWS

ARTICLE I
Name

The name of this corporation shall be The Coastline Community College Foundation.

ARTICLE II
Principal Office

The principal office for the transaction of business of the corporation is hereby fixed and located in the city of Fountain Valley, County of Orange, State of California. The board of directors may at any time or from time to time change the location of the principal office from one location to another in said county.

ARTICLE III
Seal

The corporation shall have a common seal consisting of a circle having on its circumference the words "Coastline Community College Foundation, Incorporated" and within the circle the words "Incorporated October 3, 1984, California."

ARTICLE IV
Purpose

The primary purpose of this corporation shall be to assist Coastline Community College in the achievement and maintenance of a quality program of public education and community participation with Coastline Community College receiving contributions from the public, raising funds, and making contributions to educational and community, programs of the Coast Community College District, by developing, conducting, contacting, and financing supplementary programs and projects designed to benefit the students and programs of Coastline Community College.

ARTICLE V
Membership

The directors of the corporation at the time in office shall constitute the members of the corporation.

As Amended
November 21, 1989

ARTICLE VI
Board of Directors

1. Number. The board of directors shall consist of no fewer than four (4) with the exact number thereof to be determined by resolution of the board of directors. The College's President is a non-elected, voting member of the Board of Directors.

2. Powers. Subject to limitations imposed by law, the Articles of Incorporation or these Bylaws, all corporate powers shall be exercised by or under the authority of, and the business and affairs of this corporation shall be controlled by, the board of directors. Without limiting any such power or authority, the board of directors shall have the following powers:

   (a) To determine this corporation's objectives and formulate plans designed to meet them;

   (b) To establish policies for administering the affairs of this corporation;

   (c) To adopt and control the operation, budget, and financial plan of this corporation and assure the conduct of the financial affairs on a responsible basis in accordance with established policies;

   (d) To control, manage, and maintain the property of this corporation, borrow money for corporate purposes, and to cause to be executed and delivered therefor, in the corporate name, promissory notes, bonds, debentures, deeds of trust, indebtedness and security therefor;

   (e) To sell any property, real, personal or mixed, owned by this corporation at any time upon such terms as deemed advisable, at public or private sale, for cash or upon credit;

   (f) To employ or retain individuals or other corporations as agents or representatives of the corporations and to describe their role or duties;

   (g) To retain sums received by this corporation uninvested, when in the discretion of the board of directors, such sums cannot be invested advantageously;

   (h) To retain all or any part of any securities, or property acquired by this corporation in whatever manner, and to invest and to reinvest any funds held by the corporation, according to the judgment of the board of directors;

(i) To invest funds received by this corporation in such stocks, bonds, mortgages, loans, secured or unsecured, or other investments as the board of directors shall deem advisable;

(j) To appoint such committees as it deems necessary and to prescribe powers and duties for them;

(k) To select and remove officers of this corporation and prescribe powers and duties for them;

(l) To enter into and execute contracts or letters of agreement with individuals, companies, or corporations where the resulting product or activities will contribute to the achievement or maintenance of a superior program of public education or community participation within the geographic area served by Coastline Community College; and

(m) To control, manage, and maintain programs assigned to the corporation by the Coast Community College District or other entities which would result in the achievement or maintenance of superior public education or community participation within the service area of Coastline Community College.

3. Compensation. Members of the board of directors shall serve without compensation, but shall be entitled to reimbursement for expenses in accordance with corporate policy.

4. Liability. No director shall be personally liable for the debts, liabilities, or obligations of this corporation.

5. Election and Term of Office. The initial board of directors, at its annual meeting, shall elect a board of directors from among the nominees selected by the board, which shall be divided into three classes in respect to term of office, each class to contain as near as may be to one-third of the total number of directors. The directors of one class shall serve until the annual meeting of the board of directors held in the calendar year following their election, the members of the second class shall serve until the annual meeting of the board of directors held in the second calendar year following their election, and the members of the third class shall serve until the annual meeting of the board of directors held in the third calendar year following their election; provided, however, that in each case directors shall continue to serve until their successors shall be elected. At each annual meeting of the board of directors following the election of the first board of directors, one class of directors shall be elected from among the nominees selected

by the board of directors to serve until the annual meeting of the board of directors to be held in the third calendar year next following and until their successors shall be elected. All directors will be elected to serve three (3) year terms unless they are removed for cause, resign, or are granted a special exception term of office. Directors may be elected to succeed themselves in that office for a subsequent term or terms.

6. Special Exception Term of Office. The Board of Directors may elect individuals to one year terms of office. These individuals may, but do not have to, represent affiliate organizations of the Foundation. The number of these one year term positions shall not exceed the number of affiliates, plus 3 individuals not representing an affiliate organization.

7. Vacancies. Any vacancy or vacancies in the board of directors resulting from death, incapacity, resignation, expiration of term of office, removal, or otherwise, shall be filled by a vote of the majority of the remaining directors then in office, present and voting, even though less than a quorum.

8. Removal. A director may be removed from office, for cause, by the vote of a majority of the directors.

ARTICLE VII
Meetings

1. Regular Meetings. Regular meetings of the board of directors shall be held without call on the third Tuesday in the months of January, February, March, April, May, June, September, October, and November, of said day; provided, however, should said day fall upon a legal holiday, then said meeting shall be held at the same time on the next day thereafter ensuing which is not a legal holiday. Notice of all such regular meetings of the board of directors is hereby dispensed with.

2. Quorum. A simple majority of the total number of elected directors shall constitute a quorum for the transaction of business at any meeting.

3. Annual Meetings. With the exception of the annual meeting for 1985-86 which will be called by the resolution of the board of directors, the May meeting of the Board of Directors is designated as the annual meeting of the corporation and it will serve as the principal organizational meeting for the purpose of election of directors, election of officers, and the transaction of other business. Notice of the annual meeting is hereby dispensed with.

4. Special Meetings. Special meetings of the board of directors for any purpose or purposes shall be called at any time by the president or by any two directors. Written notice of the time and place of special meetings shall be delivered personally to each director or sent to each director by mail or by other form of written communication, charges prepaid, addressed to him at his address as it is shown upon the records of the corporation, or if it is not so shown on such records or is not readily ascertainable, at the place in which the meetings of the directors are regularly held. Such notice shall be mailed at least forty-eight (48) hours prior to the time of the holding# of the meeting. The transactions of any meeting of the Board of directors. however called and noticed and wherever held, shall be as valid as though made at a meeting duly held after regular call and notice, if a quorum be present and if either before or after the meeting or an approval of the minutes thereof. All such waivers, consents, or approvals shall be filed with the corporate records or made a part of the minutes of the meeting.

5. Place of Meeting. Regular meetings of the board of directors shall be held at any place within or without the State which has been designated from time to time by resolution of the board or the consent of a majority of directors. In the absence of such designation, regular meetings shall be held at the principal office of the corporation. Special meetings of the board may be held either at a place so designated or at the principal office.

6. Adjournment. In the absence of a quorum at any meeting of the board of directors, the majority of the directors present may adjourn the meeting until the time fixed for the next regular meeting of the board.

7. Attendance. Attendance at all board meetings is required, A director missing three consecutive meetings may be required to resign.

ARTICLE VIII
Officers

1. Officers. The elected officers of this corporation shall be a President, a Senior Vice-President for Programming, a Vice-President for Finance, a Vice-President for Legal Affairs, a Vice-President for Fundraising, a Vice-President for Planning, and a Secretary. The Board of Directors, on the recommendation of the College president, shall also elect an Executive Director and Treasurer. The Board of Directors may appoint other officers as they deem appropriate. All

officers shall be either ex-officio (non-voting) or voting members of the Board of Directors.

2. Election. The board of directors shall be nominated in April, and elected in May. Their terms shall begin with the start of the fisal year. All officers of the corporation shall serve for terms of one year, or until their successors are elected and qualified.

3. Vacancies. A vacancy in any office because of the death, resignation, removal, disqualification, or otherwise shall be filled by the board of directors.

4. President. Subject to the control of the board of directors, the president shall have general supervision, direction, and control of the business and affairs of the corporation. The president shall preside at all meetings of the members and directors, and shall have such other powers and duties as may be prescribed from time to time by the board of directors.

5. Senior Vice-President. In the absence or disability of the President, the Senior Vice-president for Programming shall perform all the duties of the President, and in so acting shall have all the powers of the President. This Vice-President chairs the Programming Committee which is composed of all program chairs and representatives of affiliates and constituent groups supported by the Foundation: Alumni Association, Classified Council, Faculty, College Programs - General, Conference for Women, Emeritus Institute, Legal Clinic, National Issues Forum, Telecourses, THI Program.

   Requests for funding allocations from the Foundation's general fund must be submitted to this committee, and then taken by the Senior Vice-President of Programming to the Executive Committee.

6. Vice-President for Finance. Chairs the Committee which prepares the annual budget, monitors expenditures, reviews audit reports, establishes fiscal policies, determines investment strategies, makes recommendations on accepting or rejecting gifts of property or services, and makes sure all filings are completed on time to local, state and federal government agencies.

7. Vice-President for Fundraising. Chairs the Committe which approves the annual fundraising plan of each affiliate and program supported by the Foundation, calendars all events in consultation with the Foundation staff, assigns a member to assist and track each approved fundraising activity

conducted under the auspices of the Foundation, analyzes the effectiveness of each fundraising activity, markets and publicizes each fundraising activity of the Foundation and the College.

8. Vice-President for Legal Affairs. Chairs the Committe which reviews all legal matters and contracts for the Foundation, coordinates the services provided to the Coastline Legal Clinic, establishes, promotes and maintains an active planned giving program, prepares by-law amendments and establishes policies for keeping official records of proceedings, donations and other activities.

9. Vice-President for Planning. Chairs the Committee which is charged with maintaining the operation of the Foundation with more successful results each year. It identifies critical skills and knowledge that need to be added to the Board of Directors, seeks potential board members with the needed qualities, conducts orientation sessions for new Board members, plans the annual board retreat, developes short term and long term plans, reviews the resources of the Foundation staff, evaluates the effectiveness of the organizational structure, and its operational procedures, keeps abreast of external developments that could impact the Foundation's operations.

10. Secretary. The secretary shall take the minutes of the annual meeting and at the meetings of the Board of Directors. Further, the secretary shall sign those documents requiring the official signature of the corporation's secretary.

11. Executive Director. The executive director shall keep a full and complete record of the proceedings of the board of directors, shall keep the seal of the corporation and affix the same to such papers and instruments as may be required in the regular course of business, shall make service of such notices as may be necessary or proper, shall supervise the keeping of the books of the corporation, and shall discharge such other duties as pertain to the office or as prescribed by the board of directors. The executive director shall serve as an ex-officio (non-voting) member and as the secretary for the meetings of the executive committee.

12. Treasurer. The treasurer shall receive and safely keep all funds of the corporation and deposit or invest the same as may be designated by the board of directors. In accordance with board of directors approved (or ratified) financial transactions, any two of the said officers who have been duly elected and/or appointed are hereby authorized to withdraw funds from depository on the check (or draft) of

the corporation; and the said officers authorized to withdraw funds are hereby authorized to endorse and receive payments of bills and notes payable to the corporation. The authority hereby conferred shall remain in full force until revocation by the board of directors of this corporation. The treasurer shall have such other powers and perform such other duties as may be prescribed from time to time by the board of directors.

ARTICLE IX Edited 11/27/89
Executive Committee

1. Powers of the Executive Committee. This Corporation shall have an executive committee. The executive committee shall have and may exercise all powers and authority of the board of directors when said board is not in session, subject only to such restrictions or limitations as the board of directors may from time to time specify; provided, however, the executive committee shall not have authority to alter, amend, or repeal the articles of incorporation or bylaws, or to appoint directors. Written reports of the actions of the executive committee shall be submitted to the board of directors at its next meeting following the actions of the executive committee.

2. Composition. The voting members of the Executive Committee shall be the Foundation Board President, Senior Vice-President for Programming, Vice-President for Finance, Vice-President for Fundraising, Vice-President for Legal affairs, Vice-President for Planning, the Secretary of the Foundation the College President and the immediate Past President of the Foundation if in attendance. The Foundation's Treasurer and the Foundation's Executive Director shall be non-voting members. The Executive Director shall act as Secretary for the Committee.

3. Removal and Vacancies. A member of the executive committee, elected or appointed, may be removed from such committee at any time for cause by a majority vote of all members of the board of directors. If any vacancy on the executive committee exists by reason of death, resignation, removal, or otherwise, the board of directors may elect a successor member to serve until the next annual meeting of the board of directors.

4. Meetings. The executive committee shall meet once a month prior to the regularly scheduled board meetings. Other meetings of the executive committee may be called upon the request of the president of the Foundation or two of the members of the executive committee. Notice of any such

meeting shall be given by sending by ordinary mail or by telegram to each member at his last known post office address at least two (2) days prior to such meeting, a notice signed by the secretary of the executive committee setting forth the purpose, place, and time of such meeting. Notice of such meeting may be waived in writing by any member of the executive committee before or after the meeting. In addition, the presence of any member at any such meeting shall be held to be a waiver of the required notice unless the member makes timely objection.

5. Quorum. The presence of 50 percent of all of the members of the executive committee shall constitute a quorum for the transaction of business at any meeting of the executive committee.

ARTICLE X
Miscellaneous

1. Budget. The board of directors shall adopt a corporate budget for each year, which may be reviewed as necessary during the course of the year. Expenditures for items not provided for in the adopted budget shall require approval of the board of directors. Expenditures provided in the adopted budget may be disbursed without specific authorization.

2. Fiscal Year. This corporation's fiscal period for financial and accounting purposes shall commence July 1st and end June 30th.

3. Financial Audit. The financial books and transactions of the corporation shall be audited within three months following the close of each budget reporting period, and the results of such be presented to the board of directors at the first board meeting following the issuance of said report. The authority hereby conferred shall remain in full force until revocation by the board of directors.

4. Indemnification. Every person who is or was a director, officer, or employee of this corporation, or of any other corporation in which he or she served as such at the request of this corporation, shall be indemnified by this corporation against any and all liability and reasonable expense that may be incurred by him or her in connection with or resulting from any claim, action, suit, or proceeding (whether brought by or in the right of this corporation or such other corporation or otherwise), civil

or criminal, or in connection with an appeal relating thereto, in which he or she may be involved as a party or otherwise, by reason of being or having been a director, officer, or employee of this corporation or such other corporation, or by reason of any action taken or not taken in his or her capacity as such director, officer, or employee, whether or not he or she continues to be such at the time such liability or expense shall have been incurred, provided such person acted in good faith, in a manner he or she reasonably believed to be in or not opposed to the best interests of this corporation or such other corporation, as the case may be, and, in addition in any criminal action or proceedings, where there is no reasonable cause to believe that his or her conduct was unlawful. As used in the Section the terms "liability" and "expense" shall include, but shall not be limited to, counsel fees and disbursements and amount of judgments, fines, or penalties against, and amounts paid in settlement by, a director, officer, or employee. The termination of any claim, action, suit, or proceeding, civil or criminal, or its equivalent, shall not create a presumption that a director, officer, or employee did not meet the standard of conduct set forth in this Section.

Expenses incurred with the respect to any claim, action, suit, or proceeding of the character described in the Section may be advanced by this corporation prior to the final disposition thereof upon receipt of an undertaking by or on behalf of the recipient to repay such amount unless it shall ultimately be determined that he or she is entitled to indemnification hereunder.

The rights of indemnification provided in this Section shall be in addition to any other rights to which any such director, officer, or employee may otherwise be entitled by contract or as a matter of law; and in the event of any such person's death, such rights shall extend to his or her heirs and legal representatives. The provisions of the Section are separable, and if any provision be held invalid, all other provisions are fully in effect and such invalid provision enforceable, it being the intent of this Section that this corporation indemnify each of the directors, officers, and employees of this corporation to the maximum extent permitted by law.

5. Execution of Contracts. The board of directors authorizes the executive committee to enter into any contract or execute any instrument in the name of and on behalf of this corporation, and such authority may be general or confined to specific instances, as determined by the board of directors.

As Amended
November 21, 1989

ARTICLE XI
Amendment of Bylaws

These bylaws may be amended or repealed and new bylaws adopted by the vote of a majority of the board of directors present at any directors' meeting, except that a bylaw fixing or changing the number of directors may be adopted, amended, or repealed only by the vote or written consent of a majority of the directors of the corporation.

ARTICLE XII

Agent and Principals Office

The principal office and agent of this corporation for service of process is:

Bylaws approved as amended, November 21, 1989.

MASTER AGREEMENT

BY AND BETWEEN THE

COAST COMMUNITY COLLEGE DISTRICT

AND

THE COASTLINE COMMUNITY COLLEGE FOUNDATION

This agreement is made and entered into this sixth day of November 1985, by and between the Coast Community College District, hereinafter referred to as "District," on behalf of the Coastline Community College, hereinafter collectively referred to as College," and the Coastline Community College Foundation hereinafter referred to as "Foundation," an auxiliary organization established and operated as an integral part of the District.

I. PURPOSE

Administration by the Foundation of the functions and activities described herein, instead of administration by and through the College under the usual District procedure, is deemed to be in the public interest in accomplishing these functions and activities than would be possible under usual governmental budgetary, purchasing and other fiscal procedures.

II. AREAS OF SERVICE

The Foundation, through amendments to this agreement, may administer functions or activities defined in Section 59259 of Title 5, California Administrative Code. Other services may be provided if first approved by the Board of Governors of the California Community Colleges.

III. USE OF FACILITIES

The Foundation may occupy, operate, and use College facilities and property separately or jointly with the College as identified by amendments to the agreement.

The Foundation shall use the facililties and property only for those services and functions that are consistent with the policies, rules, and regulations, which have been or may be adopted by the Board of Trustees of the Coast Community College District.

The right to use any of the College facilities or equipment included in this agreement or amendments shall cease upon written notice by the President that the facilities are needed by the College.

IV. REIMBURSEMENT FOR SERVICES AND FACILITIES

The Foundation shall, by prior agreement, reimburse the College for expenditures incurred by the College as a result of the activities of the Foundation. The College shall invoice the Foundation for such expenditures, indicating items charged and method of determining costs.

The cost of District employees on loan or providing professional services to the Foundation shall be reimbursed by the Foundation as identified in amendments to this agreement.

The Foundation may provide services to the District for which the College shall reimburse the Foundation. Such service areas shall be identified in amendments to this agreement.

Accounting and recordkeeping services provided to the Foundation shall be reimbursed by the Foundation.

The independent CPA firm retained to audit the College will also audit the Foundation, with the costs of that additional service paid by the Foundation.

V. COVENANT

During the term of this agreement, the Foundation agrees to maintain its existence and to operate in accordance with Sections 72670-72682 of the California Education Code and with the regulations of Sections 59250-59276 of the California Administrative Code, Title 5, as well as the Coast Community College District Implementing Regulations.

VI. SIGNS, FIXTURES AND EQUIPMENT

During the term of this agreement, the Foundation shall have the right to place and attach fixtures, signs, and equipment in or upon facilities as authorized by the College President in writing as to number, size, and location. Fixtures, signs or equipment so erected, placed or attached by the Foundation shall be and remain the property of the Foundation and be removed therefrom by the Foundation upon the termination of this agreement.

VII. RIGHT OF ENTRY

It is understood and agreed that at any time the College and its agents shall have the right to enter described facilities or any part thereof for the purpose of examination or supervision.

VIII. INDIRECT COSTS

If the Foundation administers a federally-sponsored program, it shall reimburse the College for indirect costs associated

with the performance of services by the College for the Foundation relating to the federally-sponsored project. Such reimbursement will take into consideration the District's federal indirect cost rate and the approved indirect cost allocation, if any, of the federal program award.

IX. DISPENSATION OF EARNINGS

Income generated by the Foundation in excess of costs and provisions for equipment, maintenance, reserves, and working capital shall be used to benefit the College. Capital provisions shall be established by the Board of Directors of the Foundation to insure fulfillment by the Foundation of this agreement.

X. DISTRIBUTION OF ASSETS UPON CESSATION

Upon cessation of operations of the Foundation under this agreement, unless extended or renewed, the net assets of the Foundation resulting or arising from this agreement shall be either transferred to the College or expended for the benefit of the College.

XI. PUBLIC RELATIONS

With respect to expenditures for public relations or other purposes which would serve to augment District appropriations for the operation of the College, the Foundation may expend funds in such amount and for such purposes as are approved by the Board of Directors of the Foundation. The Foundation shall file with the District Chancellor, through the College President a statement of its policy on accumulation and use of public relations funds. The statement will include the policy and procedure on solicitation of funds, source of funds, purposes for which the funds will be used, allowable expenditures, and procedures of control.

XII. THIRD PARTY AGREEMENTS BY FOUNDATION

The Foundation shall not enter into any contract that would obligate designated College facilities or equipment without the prior approval of the College President.

XIII. INSURANCE, INDEMNIFICATION, AND RESTORATION

The Foundation shall be included in the District's insurance policies for all of its regular functions. When special events are sponsored by the Foundation, separate insurance coverage may be required by the District.

The Foundation agrees to indemnify, defend, and save harmless the District, the College, their officers, agents, and employees from any and all loss, damage, or liability that may be suffered or incurred by the District, the College, their officers, agents and employees, caused by, arising out

of, or in any way connected with the use of the described facilities by the foundation in connection with this agreement.

Upon termination of this agreement,District shall have the option to require Foundation, at Foundation's own expense and risk, to restore the facilities as nearly as possible to the condition existing prior to the execution of the agreement. But if the Foundation shall fail to do so within ninety (90) days after District exercises said option, District may restore the property at the risk of Foundation and all costs and expenses of such removal or restoration shall be paid by Foundation upon demand of District. District shall have the right to exercise this option within thirty (30) days after the expiration of this agreement, but not thereafter.

XIV. REAL PROPERTY

The Foundation shall not enter into any transaction concerning real property without the prior approval of the College President.

XV. NONASSIGNABILITY

This agreement is not assignable by the Foundation, either in whole or in part, nor shall the Foundation permit anyone else to use the described facilities or any part thereof without written permission of the College President.

XVI. TERMS OF AGREEMENT

This agreement is for the term beginning on the sixth day of November 1985, and ending on the first day of January 2010, unless sooner terminated as herein provided. This agreement may be terminated by either party giving sixty (60) days written notice, subject to the provisions of this agreement entitled Distribution of Assets Upon Cessation.

The Foundation must remain in good standing with the District. Otherwise, this agreement will immediately terminate and the Foundation will terminate any contracts with third parties and meet the provisions of this agreement entitled Distribution of Assets Upon Cessation.

NOTICES

All notices herein required to be given, or which may be given by either party to the other, shall be deemed to have been fully given when made in writing and received by the Foundation's Executive Director or the District Chancellor.

Notice to the Foundation shall be addressed as follows:

Executive Director
Coastline Community College Foundation
11460 Warner Avenue
P. O. Box 8210
Fountain Valley, CA 92708

Notice to the District shall be addressed as follows:

Coast Community College District
1370 Adams Avenue
Costa Mesa, CA 92626

AMENDMENT TO MASTER AGREEMENT FOR THE USE OF FACILITIES

The Foundation may occupy, operate, and use those College facilities as determined by the College President.

TERM OF THIS AMENDMENT

This Amendment shall provide for the stated purpose and the use of facilities for the Foundation to operate for three years, commencing November 6, 1985, through November 6, 1988. Unless a successor amendment to the Master Contract is agreed to by the District and the Foundation, the performance by the Foundation shall cease and all facilities will automatically revert to the College.

IN WITNESS WHEREOF, this agreement has been executed in quadruplicate by the parties hereto as of the date first above written.

COAST COMMUNITY COLLEGE DISTRICT

By_____
David A. Brownell, Chancellor

COASTLINE COMMUNITY COLLEGE FOUNDATION

By Evelyn A. Symonds
Secretary of the
Coastline Community
College Foundation

Sample Documents

for an

Independent Foundation

(Chaffey College Foundation)

1. Articles of Incorporation
2. Statement by Domestic Nonprofit Corporation
3. Bylaws

State of California
OFFICE OF THE SECRETARY OF STATE

CORPORATION DIVISION

I, *MARCH FONG EU*, Secretary of State of the State of California, hereby certify:

That the annexed transcript has been compared with the corporate record on file in this office, of which it purports to be a copy, and that same is full, true and correct.

IN WITNESS WHEREOF, I execute this certificate and affix the Great Seal of the State of California this

FEB 10 1987

March Fong Eu

Secretary of State

1398887
ENDORSED
FILED
in the office of the Secretary of State
of the State of California

FEB 9 1987

MARCH FONG EU, Secretary of State

ARTICLES OF INCORPORATION
OF
CHAFFEY COLLEGE FOUNDATION

ARTICLE I

The name of this corporation is CHAFFEY COLLEGE FOUNDATION.

ARTICLE II

A. This corporation is a nonprofit public benefit corporation and is not organized for the private gain of any person. It is organized under the Nonprofit Public Benefit Corporation Law for charitable purposes.

B. The specific and primary purposes of this corporation are to engage in the solicitation, receipt, and administration of property and, from time to time, to disburse such property and the income therefrom, to, or for the benefit of, Chaffey College for cultural, educational, and community service purposes.

ARTICLE III

The name and address in the State of California of this corporation's initial agent for service of process is:

Dr. Jerry Young
Chaffey College
5885 Haven Avenue
Rancho Cucamonga, California 91701

ARTICLE IV

The county in the State of California where the principal office for the transaction of the business of this corporation is to be located is the County of San Bernardino.

ARTICLE V

This corporation is organized and operated exclusively for charitable purposes within the meaning of Section 501 (c) (3) of the Internal Revenue Code.

No substantial part of the activities of this corporation shall consist of carry on propaganda, or otherwise attempting to influence legislation, and the corporation shall not participate or intervene in any political campaign (including the publishing or distribution of statements) on behalf of any candidate for public office.

The property of this corporation is irrevocably dedicated to charitable purposes and no part of the net income or assets of this corporation shall ever inure to the benefit of any director or officer thereof or to the benefit of any private person. Upon the dissolution or winding up of the corporation, its assets remaining after payment, or provision for payment, of all debts and liabilities of this corporation shall be distributed to

a nonprofit fund, foundation or corporation which is organized and operated exclusively for charitable purposes and which has established its tax exempt status under Section 501 (c) (3) of the Internal Revenue Code.

Dated: February 2, 1987

Dr. Jerry Young
Incorporator

I hereby declare that I am the person who executed the foregoing Articles of Incorporation, which execution is my act and deed.

Dr. Jerry Young

State of California
March Fong Eu
Secretary of State

P.O. Box 2830
Sacramento, CA 95812
Phone: (916) 445-2020

STATEMENT BY DOMESTIC NONPROFIT CORPORATION

THIS STATEMENT MUST BE FILED WITH
CALIFORNIA SECRETARY OF STATE (SECTIONS 6210, 8210, 9660 CORPORATIONS CODE)

1. DUE DATE: 5-9-87
CHAFFEY COLLEGE FOUNDATION

1398887

DO NOT ALTER PREPRINTED NAME. IF ITEM 1 IS BLANK, PLEASE ENTER CORPORATE NAME

DO NOT WRITE IN THIS SPACE

PLEASE READ INSTRUCTIONS ON BACK OF FORM
PLEASE TYPE OR USE BLACK INK WHICH WOULD BE SUITABLE FOR MICROFILMING
FEE FOR FILING THIS STATEMENT - $2.50

THE CORPORATION NAMED HEREIN, ORGANIZED UNDER THE LAWS OF THE STATE OF CALIFORNIA, MAKES THE FOLLOWING STATEMENT:

2. STREET ADDRESS OF PRINCIPAL OFFICE (IF NONE, COMPLETE 3-3B)	SUITE OR ROOM	2A.	2B.
5885 Haven, (DO NOT USE P.O. BOX NO.)		Rancho Cucamonga, California CITY AND STATE	97101 ZIP CODE
3. MAILING ADDRESS (OPTIONAL)	**SUITE OR ROOM**	**3A.**	**3B.**
5885 Haven		Rancho Cucamonga, California CITY AND STATE	91701 ZIP CODE

NAMES OF THE FOLLOWING OFFICERS ARE:

4.	4A.	4B.	4C.
Paula Grigsby CHIEF EXECUTIVE OFFICER	5885 Haven BUSINESS OR RESIDENCE ADDRESS (DO NOT USE P.O. BOX)	Rancho Cucamonga, CA CITY AND STATE	91701 ZIP CODE
5.	**5A.**	**5B.**	**5C.**
Andrea Dutton SECRETARY	5885 Haven BUSINESS OR RESIDENCE ADDRESS (DO NOT USE P.O. BOX)	Rancho Cucamonga, CA CITY AND STATE	91701 ZIP CODE
6.	**6A.**	**6B.**	**6C.**
Leonard Mather CHIEF FINANCIAL OFFICER	5885 Haven BUSINESS OR RESIDENCE ADDRESS (DO NOT USE P.O. BOX)	Rancho Cucamonga, CA CITY AND STATE	91701 ZIP CODE

7. AGENT FOR SERVICE OF PROCESS:

Paula Grigsby, 8480 Utica Avenue, Rancho Cucamonga, CA 91730

CALIFORNIA BUSINESS OR RESIDENCE ADDRESS IF AN INDIVIDUAL (DO NOT USE P.O. BOX) ONLY ONE AGENT CAN BE NAMED. DO NOT INCLUDE ADDRESS IF AGENT IS A CORPORATION.

8. I DECLARE THAT I HAVE EXAMINED THIS STATEMENT AND TO THE BEST OF MY KNOWLEDGE AND BELIEF, IT IS TRUE, CORRECT AND COMPLETE.

4-1-87	Chief Executive Officer	PAULA GRIGSBY	Paula Grigsby
DATE	TITLE	TYPE OR PRINT NAME OF SIGNING OFFICER OR AGENT	SIGNATURE

FORM S/O 100

SH 85 93010

SECRETARY OF STATE
P.O. BOX 2830, SACRAMENTO 95812

INSTRUCTIONS FOR COMPLETING STATEMENT BY DOMESTIC NON-PROFIT CORPORATION

FILING PERIOD: All Nonprofit Corporations must file within 90 days after filing articles of incorporation. Thereafter, corporations must file annually by the end of the calendar month of the anniversary date of its incorporation, or when the agent for service of process or his / her address is changed.

FILING FEE: All Nonprofit Corporations must submit a TWO DOLLAR-FIFTY CENT ($2.50) filing fee with this statement. (Section 12210(B) Government Code.) Check or money order should be made payable to Secretary of State. PLEASE DO NOT SEND CASH.

ITEMS 2-2B: The address to be entered is the STREET address of the corporation's principal office. Enter room or suite number and zip code. Do not use post office box number.

ITEMS 3-3B: The address to be entered is the MAILING ADDRESS for the corporation.

ITEMS 4-6C: Complete by entering the names and complete business or residence addresses of the corporation's chief executive officer (i.e., president, chairperson or other title), secretary, and chief financial officer (i.e., treasurer, chairperson or other title). No list of additional officers should be submitted. Do not use post office box numbers.

ITEM 7: Sections 6210, 8210 of the Corporations Code, makes it mandatory that domestic Nonprofit Corporations designate an agent for service of process. An agent for service of process is one who may accept papers in case of a law suit against the corporation. The agent may be an individual who is an officer or director of the corporation, or any other person. The person named as agent must be a resident of California. Only one individual may be named as agent for service of process. Or, the agent may be another corporation. However, a corporation named as agent for service of process for another corporation must have on file in this office, a certificate pursuant to Section 1505, Corporations Code. The certificate is required ONLY if a corporation is named as agent for service of process for other corporations. A CORPORATION CANNOT BE NAMED AS AGENT FOR SERVICE OF PROCESS FOR ITSELF. (For example, ABC Corporation cannot name ABC Corporation as its agent for service of process.)

If the agent is a person, enter name and complete business or residence address. If agent is another corporation, enter name of corporation only, and do not complete address portion. Only one agent for service of process is to be named.

ITEM 8: Signature of corporate officer or agent is required to complete the form. Enter title and date signed.

(NOTE) ITEM 1: Do not alter the preprinted corporate name. If corporation name is not correct, please attach note of explanation. If space is blank enter exact corporate name and number, do not include your DBA name.

FAILURE TO FILE THIS FORM BY THE DUE DATE IN ITEM 1 WILL RESULT IN THE ASSESSMENT OF A PENALTY. (Sections 6810, 8810, Corporations Code, and Section 25936, Revenue and Taxation Code.)

NOTE: Your canceled check is your receipt of filing. We suggest that you make a copy of this form before mailing, if you wish one for your files.

BEST, BEST & KRIEGER
A PARTNERSHIP INCLUDING PROFESSIONAL CORPORATIONS
LAWYERS

ARTHUR L. LITTLEWORTH*
GLEN E. STEPHENS*
WILLIAM R. DeWOLFE*
BARTON C. GAUT*
CHARLES D. FIELD*
PAUL T. SELZER*
DALLAS HOLMES*
CHRISTOPHER CARPENTER*
RICHARD T. ANDERSON*
JOHN D. WAHLIN*
MICHAEL D. HARRIS*
W. CURT EALY*
THOMAS S. SLOVAK*
JOHN E. BROWN*
RONALD J. KOHUT
MICHAEL T. RIDDELL*
MEREDITH A. JURY*
MICHAEL GRANT*
FRANCIS J. BAUM*
ANNE T. THOMAS*
D. MARTIN NETHERY*
GEORGE M. REYES

WILLIAM W. FLOYD, JR.
MICHAEL A. CRISTE*
GREGORY L. HARDKE
KENDALL H. MacVEY
CLARK H. ALSOP
DAVID J. ERWIN*
MICHAEL J. ANDELSON*
DOUGLAS S. PHILLIPS*
CHARLES M. ELLIS*
LANTSON E. ELDRED*
IRWIN L. GOLDS
ANTONIA G. WEINER
GREGORY R. WILKINSON
WYNNE S. FURTH
DAVID L. BARON
VIRGINIA A. ETTINGER
VICTOR L. WOLF
DANIEL E. OLIVIER
DANIEL J. McHUGH
CARL F. HERBOLD
STEPHANIE R. HARLAN
MARC E. EMPEY

JOHN R. ROTTSCHAEFER
MARTIN A. MUELLER
J. MICHAEL SUMMEROUR
HOWARD B. GOLDS
EUGENE TANAKA
MARGARET F. TANAKA
BASIL T. CHAPMAN
JEFFERY J. CRANDALL
SCOTT C. SMITH
LANCE A. ADAIR
JACK B. CLARKE
JEANNETTE A. PETERSON
TERI L. VOLLNOGLE
BARBARA E. KRISTAL
BRIAN M. LEWIS
TIMOTHY M. CONNOR
GEORGE H. CHANT III
RONALD A. VAN BLARCOM
BRADLEY E. NEUFELD
CECILIA S. WU
MICHAEL E. HULME, JR.
GEOFFREY K. WILLIS

KANDY LEE ALLEN
ELISE K. TRAYNUM
DAVID A. BRANDENBURG
WILLIAM D. DAHLING, JR.
TERESA J. PRISTOJKOVIC
VICTORIA N. KING
BETTY S. N. AUTON
MATT H. MORRIS
JEFFREY V. DUNN
JAMES E. NEUERBURG
STEVEN C. DEBAUN
BRANT H. DVEIRIN
ERIC L. GARNER

RAYMOND BEST (1888-1957)
JAMES H. KRIEGER (1913-1978)
EUGENE BEST (1893-1981)

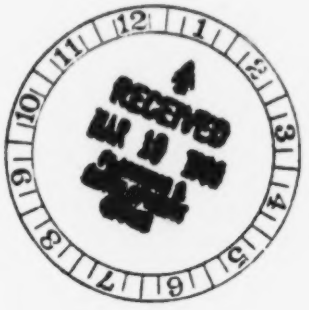
*A PROFESSIONAL CORPORATION

SUITE 120
800 NORTH HAVEN
ONTARIO, CALIFORNIA 91764
TELEPHONE (714) 989-8584
TELECOPIER (714) 944-1441

GORDON COLOGNE, OF COUNSEL
JAMES B. CORISON, OF COUNSEL
RICHARD A. OSMINS, OF COUNSEL
ADMITTED IN NEW YORK, NEVADA, WASHINGTON, D.C. COURT OF CLAIMS

OFFICES IN
RIVERSIDE (714) 686-1450
PALM SPRINGS (619) 325-7264
RANCHO MIRAGE (619) 568-26
SAN DIEGO (619) 457-49

March 9, 1989



Mr. James Anderson
Vice President
Planning and Development
Chaffey College
5885 Haven Avenue
Rancho Cucamonga, CA 91701

Re: Bylaws of Chaffey College Foundation

Dear Mr. Anderson:

Enclosed is an original copy of the Bylaws of Chaffey College Foundation prepared by Jeannette Peterson of our Riverside office. She is also working on arranging a speaker to address the Board regarding the Directors' obligations and potential liabilities.

Sincerely,

DaNeal M. Bailey

DaNeal M. Bailey
Legal Secretary to Ronald J. Kohut
of BEST, BEST & KRIEGER

/dmb
Enclosure
cc: Members of the Board (w/enclosure)

RJK0369

BYLAWS OF

CHAFFEY COLLEGE FOUNDATION

a California Nonprofit Public Benefit Corporation

ARTICLE 1. OFFICES

SECTION 1. PRINCIPAL OFFICE

The principal office of the Corporation for the transaction of its business is located in San Bernardino County, California.

SECTION 2. CHANGE OF ADDRESS

The county of the Corporation's principal office can be changed only by amendment of these Bylaws and not otherwise. The Board of Directors may, however, change the principal office from one location to another within the named county by noting the changed address and effective date below, and such changes of address shall not be deemed an amendment of these Bylaws:

_____ Dated: _____

_____ Dated: _____

_____ Dated: _____

SECTION 3. OTHER OFFICES

The Corporation may also have offices at such other places, within or without the State of California, where it is qualified to do business, as its business may require and as the Board of Directors may, from time to time, designate.

ARTICLE 2. PURPOSES

The primary objectives and purposes of this Corporation shall be for the benefit of the Chaffey Community College District.

ARTICLE 3. MEMBERS

SECTION 1. NO MEMBERS

This Corporation shall have no members, as that term is defined by Section 5056 of the California Nonprofit Corporation Law, and shall be governed solely by its Board of Directors (hereinafter referred to as the "Board").

Pursuant to Section 5310(b) of the Nonprofit Public Benefit Corporation Law, any action which would otherwise require approval by a majority of all members or approval by the members, shall only require the approval of the Board. Furthermore, all rights which would otherwise vest in the members under law, the Articles of Incorporation or the Bylaws of this Corporation, shall vest in the Directors of this Corporation.

ARTICLE 4. BOARD OF DIRECTORS

SECTION 1. NUMBER

The Corporation shall have fifteen (15) Directors and collectively they shall be known as the Board of Directors. The number may be changed by amendment of this Bylaw, or by repeal of this Bylaw and adoption of a new Bylaw, as provided in these Bylaws; provided that any amendment which reduces the number of Directors shall not have the effect of terminating the unexpired term of any Director.

SECTION 2. COMPOSITION AND ELECTION

The Chief Development Officer of Chaffey Community College shall be a Director, ex-officio, but shall not be entitled to vote. The remaining Directors (referred to as the "elected Directors") shall be elected by a majority vote of the Directors present at the annual meeting. If the number of qualified candidates exceeds the number of vacant positions on the Board, then the candidates receiving the highest number of votes, up to the number of Directors to be elected, shall become members of the Board.

SECTION 3. TERM

Each elected Director shall hold office for a term of three (3) years or until his or her successor has been elected. Any elected Director may serve a maximum of two (2) consecutive full terms. After serving the maximum number of terms, a person shall be eligible for election as a Director after an absence of at least one (1) year. Each ex-officio Director shall serve as long as he or she holds the position entitling him or her to hold office ex-officio on the Board of this Corporation.

SECTION 4. STAGGERED TERMS

The terms of office of the elected Directors shall be established in such a manner that approximately one-third (1/3) of the elected Directors' terms shall expire every year. This staggering of terms shall be preserved if the number of Directors is increased or decreased.

SECTION 5. VACANCIES

Vacancies on the Board shall exist on the death, resignation or removal of any Director, and whenever the number of authorized Directors is increased.

The Board may declare vacant the office of a Director who has been declared of unsound mind by a final order of court, or convicted of a felony, or been found by a final order or judgment of any court to have breached any duty under Section 5230 and following of the California Nonprofit Public Benefit Corporation Law.

Any elected Director may be removed from office with or without cause by a majority vote of the Directors then in office. In addition, an elected Director who is absent from three (3) or more meetings of the Board within any twelve (12) month period without adequate reason may be removed from office by a majority vote of the Directors then in office.

Any Director may resign effective upon giving written notice to the Chairman of the Board, the President, the Secretary or the Board, unless the notice specifies a later time for the effectiveness of such resignation. Acceptance of such resignation shall not be necessary to make it effective. No Director may resign if the Corporation would then be left without a duly elected Director or Directors in charge of its affairs, except upon notice to the Attorney General.

Vacancies on the Board may be filled by a majority of Directors then in office, whether or not less than a quorum, or by a sole remaining Director.

A person elected to fill a vacancy as provided in this Section shall hold office for the unexpired term of his or her predecessor in office or until his or her death, resignation or removal from office, whichever occurs first.

SECTION 6. RESTRICTION REGARDING INTERESTED DIRECTORS

Notwithstanding any other provision of these Bylaws, not more than forty-nine percent (49%) of the persons serving on the Board may be interested persons. For purposes of this Section, "interested persons" means either:

(a) any person currently being compensated by the Corporation for services rendered to it within the previous twelve (12) months, whether as a full- or part-time officer

or other employee, independent contractor, or otherwise, excluding any reasonable compensation paid to a Director as Director; or

(b) any brother, sister, ancestor, descendant, spouse, brother-in-law, sister-in-law, son-in-law, daughter-in-law, mother-in-law, or father-in-law of any such person.

SECTION 7. POWERS

Subject to the provisions of the California Nonprofit Public Benefit Corporation Law and any limitations in the Articles of Incorporation, the activities and affairs of this Corporation shall be conducted and all corporate powers shall be exercised by or under the direction of the Board.

SECTION 8. DUTIES

It shall be the duty of the Director to:

(a) Perform any and all duties imposed on them collectively or individually by law, by the Articles of Incorporation of this Corporation, or by these Bylaws.

(b) Appoint and remove, employ and discharge, and except as otherwise provided in these Bylaws, prescribe the duties and fix the compensation, if any, of all officers, agents and employees of the Corporation.

(c) Supervise all officers, agents and employees of the Corporation to assure that their duties are performed properly.

(d) Meet at such times and places as required by these Bylaws.

(e) Register their addresses with the Secretary of the Corporation, and notices of meetings mailed or telegraphed to them at such addresses shall be valid notices thereof.

SECTION 9. COMPENSATION

Directors shall serve without compensation except that they shall be allowed and paid their actual and necessary expenses incurred in attending Directors meetings. In addition, they shall be allowed reasonable advancement or reimbursement for expenses incurred in the performance of their regular duties as specified in Section 8 of this Article.

SECTION 10. PLACE OF MEETINGS

Meetings shall be held at the principal office of the Corporation unless otherwise provided by the Board or at such place within or without the State of California which has been designated from time to time by resolution of the Board. In the absence of such designation, any meeting not held at the principal office of the Corporation shall be valid only if held on the written consent of all Directors given either before or after the meeting and filed with the Secretary of the Corporation or after all Board members have been given written notice of the meeting as hereinafter provided for special meetings of the Board. Any meeting, regular or special, may be held by conference telephone or similar communications equipment, so long as all Directors participating in such meeting can hear one another.

SECTION 11. REGULAR AND ANNUAL MEETINGS

Regular meetings of Directors shall be held on the first Wednesday of each month at 8:00 a.m. unless such day falls on a legal holiday, in which event the regular meeting shall be held at the same hour and place on the next business day.

The annual regular meeting of Directors shall be held in the month of March, for the purpose of organizing the Board, electing Directors and officers, and transacting such other business as may properly come before the Board.

SECTION 12. SPECIAL MEETINGS

Special meetings of the Board may be called by the Chairman of the Board, the President, the Vice-President, the Secretary, or by any two Directors, and such meetings shall be held at the place, within or without the State of California, designated by the person or persons calling the meeting, and in the absence of such designation, at the principal office of the Corporation.

SECTION 13. NOTICE OF MEETINGS

Regular meetings of the Board may be held without notice. Special meetings of the Board shall be held upon four (4) days notice by first-class mail or forty-eight (48) hours notice delivered personally or by telephone or telegraph. If sent by mail or telegram, the notice shall be deemed to be delivered on its deposit in the mails or on its delivery to the telegraph company. Such notices shall be addressed to each Director at his or her address as shown on the books of the Corporation. Notice of the time and place of holding an adjourned meeting need not be given to absent

Directors if the time and place of the adjourned meeting are fixed at the meeting adjourned and if such adjourned meeting is held no more than twenty-four (24) hours from the time of the original meeting. Notice shall be given of any adjourned regular or special meeting to Directors absent from the original meeting if the adjourned meeting is held more than twenty-four (24) hours from the time of the original meeting.

SECTION 14. CONTENTS OF NOTICE

Notice of meetings not herein dispensed with shall specify the place, day and hour of the meeting. The purpose of any Board meeting need not be specified in the notice.

SECTION 15. WAIVER OF NOTICE AND CONSENT TO HOLDING MEETINGS

The transactions of any meeting of the Board, however called and noticed or wherever held, are as valid as though the meeting had been duly held after proper call and notice, provided a quorum, as hereinafter defined, is present and provided that either before or after the meeting each Director not present signs a waiver of notice, a consent to holding the meeting, or an approval of the minutes thereof. All such waivers, consents, or approvals shall be filed with the corporate records or made a part of the minutes of the meeting.

SECTION 16. QUORUM FOR MEETINGS

A quorum shall consist of a majority of the Board; provided, however, that at least one of the Corporation's elected officers must be among those present.

Except as otherwise provided in these Bylaws or in the Articles of Incorporation of this Corporation, or by law, no business shall be considered by the Board at any meeting at which a quorum, as herein defined, is not present, and the only motion which the Chair shall entertain at such meeting is a motion to adjourn. However, a majority of the Directors present at such meeting may adjourn until the time fixed for the next regular meeting of the Board.

When a meeting is adjourned for lack of a quorum, it shall not be necessary to give any notice of the time and place of the adjourned meeting or of the business to be transacted at such meeting, other than by announcement at the meeting at which the adjournment is taken, except as provided in Section 13 of this Article.

The Directors present at a duly called and held meeting at which a quorum is initially present may continue to do business notwithstanding the loss of a quorum at the meeting due to a withdrawal of Directors from the meeting, provided that any action thereafter taken must be approved by at least a majority of the required quorum for such meeting or such greater percentage as may be required by law, or the Articles of Incorporation or Bylaws of this Corporation.

SECTION 17. VOTING

Each Director shall be entitled to one (1) vote on all matters before the Board. There shall be no cumulative voting or voting by proxy. Voting may be conducted orally, by a show of hands, or by written ballot.

SECTION 18. SELF-DEALING

No Director shall vote on any issue, motion, or resolution which directly or indirectly accrues to his or her benefit financially; however, such Director may be counted in order to qualify a quorum, and, with the Board's permission, and subject to Section 5230 and following of the California Nonprofit Public Benefit Corporation Law, may participate in the discussion of such issue, motion, or resolution if he or she first discloses the nature of his or her interest.

SECTION 19. MAJORITY ACTION AS BOARD ACTION

Every act or decision done or made by a majority of the Directors present at a meeting duly held at which a quorum is present is the act of the Board, unless the Articles of Incorporation or Bylaws of this Corporation, or provisions of the California Nonprofit Public Benefit Corporation Law, particularly those provisions relating to appointment of committees (Section 5212), approval of contracts or transactions in which a Director has a material financial interest (Section 5233) and indemnification of Directors (Section 5238e), require a greater percentage or different voting rules for approval of a matter by the Board.

SECTION 20. CONDUCT OF MEETINGS

Meetings of the Board shall be presided over by the Chairman of the Board, or, if no such person has been so designated or, in his or her absence, the President of the Corporation or, in his or her absence, by the Vice-President of the Corporation or, in the absence of each of these persons, by a Chairman chosen by a majority of the Directors present at the meeting. The Secretary of the Corporation

shall act as Secretary of all meetings of the Board, provided that in his or her absence, the presiding officer shall appoint another person to act as Secretary of the meeting.

SECTION 21. ACTION BY UNANIMOUS WRITTEN CONSENT WITHOUT MEETING

Any action required or permitted to be taken by the Board under any provision of law may be taken without a meeting, if all members of the Board shall individually or collectively consent in writing to such action. Such written consent or consents shall be filed with the minutes of the proceedings of the Board. Such action by written consent shall have the same force and effect as the unanimous vote of the Directors. Any certificate or other document filed under any provision of law which relates to action so taken shall state that the action was taken by unanimous written consent of the Board without a meeting and that the Bylaws of this Corporation authorize the Directors to so act, and such statement shall be prima facie evidence of such authority.

SECTION 22. NON-LIABILITY OF DIRECTORS

The Directors shall not be personally liable for the debts, liabilities, or other obligations of the Corporation.

SECTION 23. INDEMNIFICATION BY CORPORATION OF DIRECTORS, OFFICERS, EMPLOYEES AND OTHER AGENTS.

The Corporation may indemnify to the extent permitted by law any Director, officer, employee, or agent of the Corporation for defense expenses and liability incurred by such person in the exercise of his or her duties with respect to this Corporation.

SECTION 24. INSURANCE FOR CORPORATE AGENTS

The Board may adopt a resolution authorizing the purchase and maintenance of insurance on behalf of any agent of the Corporation (including a Director, officer, employee or other agent of the Corporation) against any liability other than for violating provisions of law relating to self-dealing (Section 5233 of the California Nonprofit Public Benefit Corporation Law) asserted against or incurred by the agent in such capacity or arising out of the agent's status as such, whether or not the Corporation would have the power to indemnify the agent against such liability under the provisions of Section 5238 of the California Nonprofit Public Benefit Corporation Law.

ARTICLE 5. OFFICERS

SECTION 1. NUMBER OF OFFICERS

The officers of this Corporation shall be a President, a Vice-President, a Secretary and a Chief Financial Officer who shall be designated the Treasurer. The Corporation may also have, as determined by the Board, a Chairman of the Board, additional Vice-Presidents, Assistant Secretaries, Assistant Treasurers, or other officers. Any number of offices may be held by the same person except that neither the Secretary nor the Treasurer may serve concurrently as the President or Chairman of the Board.

SECTION 2. QUALIFICATION, ELECTION, AND TERM OF OFFICE

Any Director may serve as officer of this Corporation. Officers shall be elected by the Board at the annual meeting, and each officer shall hold office for one (1) year at the pleasure of the Board, until he or she resigns or is removed or is otherwise disqualified to serve, or until his or her successor shall be elected and qualified, whichever occurs first.

SECTION 3. SUBORDINATE OFFICERS

The Board may appoint such other officers or agents as it may deem desirable and such officers shall serve such terms, have such authority, and perform such duties as may be prescribed from time to time by the Board.

SECTION 4. REMOVAL AND RESIGNATION

Any officer may be removed, either with or without cause, by the Board at any time. Any officer may resign at any time by giving written notice to the Board or to the President or Secretary of the Corporation. Any such resignation shall take effect at the date of the receipt of such notice or at any later date specified therein.

SECTION 5. VACANCIES

Any vacancy caused by the death, resignation, removal, disqualification, or otherwise, of any officer shall be filled by the Board. The officer so elected shall hold office and serve at the pleasure of the Board until the next annual meeting of the Board. In the event of a vacancy in any office other than that of President, such vacancy may be filled temporarily by appointment by the President until such time as the Board shall fill the vacancy. Vacancies

occurring in offices of officers appointed at the discretion of the Board may or may not be filled as the Board shall determine.

SECTION 6. DUTIES OF PRESIDENT

The President shall, subject to the control of the Board, supervise and control the affairs of the Corporation and the activities of the officers. He or she shall perform all duties incident to his or her office and such other duties as may be required by law, by the Articles of Incorporation of this Corporation, or by these Bylaws, or which may be prescribed from time to time by the Board. Unless another person is specifically appointed as Chairman of the Board, he or she shall preside at all meetings of the Board. Except as otherwise expressly provided by law, by the Articles of Incorporation, or by these Bylaws, he or she shall, in the name of the Corporation, execute such deeds, mortgages, bonds, contracts, checks, or other instruments which may from time to time be authorized by the Board.

SECTION 7. DUTIES OF VICE-PRESIDENT

In the absence of the President, or in the event of his or her inability or refusal to act, the Vice-President shall perform all the duties of the President, and when so acting shall have all the powers of, and be subject to all restrictions on, the President. The Vice-President shall have other powers and perform such other duties as may be prescribed by law, the Articles of Incorporation, these Bylaws, or the Board.

SECTION 8. DUTIES OF SECRETARY

The Secretary shall:

Certify and keep at the principal office of the Corporation the original, or a copy, of these Bylaws as amended or otherwise altered to date.

Keep at the principal office of the Corporation or at such other place as the Board may determine, a book of minutes of all meetings of the Directors, and, if applicable, meetings of committees of Directors, recording therein the time and place of holding, whether regular or special, how called, how notice thereof was given, the names of those present or represented at the meeting, and the proceedings thereof.

See that all notices are duly given in accordance with the provisions of these Bylaws or as required by law.

Be custodian of the records and of the seal of the Corporation and see that the seal is affixed to all duly executed documents, the execution of which on behalf of the Corporation under its seal is authorized by law or by these Bylaws.

Exhibit at all reasonable times to any Director of the Corporation, or to his or her agent or attorney, on request therefor, the Bylaws and the minutes of the proceedings of the Directors of the Corporation.

In general, perform all duties incident to the office of Secretary and such other duties as may be required by law, by the Articles of Incorporation of this Corporation, or by these Bylaws, or which may be assigned to him or her from time to time by the Board.

SECTION 9. DUTIES OF TREASURER

Subject to the provisions of these Bylaws relating to the "Execution of Instruments, Deposits and Funds," the Treasurer shall:

Have charge and custody of and be responsible for, all funds and securities of the Corporation, and deposit all such funds in the name of the Corporation in such banks, trust companies, or other depositories as shall be selected by the Board.

Receive, and give receipt for, monies due and payable to the Corporation from any source whatsoever.

Disburse or cause to be disbursed the funds of the Corporation as may be directed by the Board, taking proper vouchers for such disbursements.

Keep and maintain adequate and correct accounts of the Corporation's properties and business transactions, including accounts of its assets, liabilities, receipts, disbursements, gains and losses.

Exhibit at all reasonable times the books of account and financial records to any Director of the Corporation, or to his or her agent or attorney, on request therefor.

Render to the President and Directors, whenever requested, an account of any or all of his or her transactions as Treasurer and of the financial condition of the Corporation.

Prepare, or cause to be prepared, and certify, or caused to be certified, the financial statements to be included in any required reports.

In general, perform all duties incident to the office of Treasurer and such other duties as may be required by law, by the Articles of Incorporation of the Corporation, or by these Bylaws, or which may be assigned to him or her from time to time by the Board.

SECTION 10. EXECUTIVE DIRECTOR

Subject to any powers which may be given by the Board to the President, the Executive Director shall act as the general and chief executive officer of the Corporation and shall have, subject to the control of the Board, general supervision, direction and control of the Corporation's activities. The Executive Director shall, subject to the terms of any employment contract, serve at the pleasure of the Board. The duties of the Executive Director may be set forth in detail in resolutions of the Board and in employment contracts from time to time. The Executive Director shall attend meetings of the Board and of the Executive Committee but shall not be entitled to a vote.

ARTICLE 6. COMMITTEES

SECTION 1. EXECUTIVE COMMITTEE

The Board of Directors may, by a majority vote of Directors then in office designate two (2) or more of its members (who may also be serving as officers of this Corporation) to constitute an Executive Committee and delegate to such Committee any of the powers and authority of the Board in the management of the business and affairs of the Corporation, except with respect to:

(a) The filling of vacancies on the Board or on any committee which has the authority of the Board.

(b) The fixing of compensation of the Directors for serving on the Board or on any committee.

(c) The amendment or repeal of Bylaws or the adoption of new Bylaws.

(d) The amendment or repeal of any resolution of the Board which by its express terms is not so amendable or repealable.

(e) The appointment of committees of the Board or the members thereof.

(f) The expenditure of corporate funds to support a nominee for Director after there are more people nominated for Director than can be elected.

(g) The approval of any transaction to which this Corporation is a party and in which one or more of the Directors has a material financial interest, except as expressly provided in Section 5233(d)(3) of the California Nonprofit Public Benefit Corporation Law.

(h) The authorization of any action which will obligate the Corporation for an amount in excess of any amount which is established from time to time by the Board.

(i) The adoption of a budget.

(j) The taking of any action which is contrary to or a substantial departure from the directions established by the Board or which represents a major change in the affairs, business or policy of the Corporation.

By a majority vote of its members then in office, the Board may at any time revoke or modify any or all of the authority so delegated, increase or decrease but below two (2) the number of its members, and fill vacancies therein from the members of the Board. The Committee shall keep regular minutes of its proceedings, cause them to be filed with the corporate records, and report the same to the Board from time to time as the Board may require.

SECTION 2. OTHER COMMITTEES AND ADVISORY COUNCILS

The Corporation shall have such other committees and advisory councils as may from time to time be designated by resolution of the Board. Such other committees and advisory councils may consist of persons who are not also members of the Board. These additional committees and advisory councils shall act in an advisory capacity only to the Board and shall be clearly titled as "advisory" committees or councils.

SECTION 3. MEETINGS AND ACTION OF COMMITTEES

Meetings and action of committees shall be governed by, noticed, held and taken in accordance with the provisions of these Bylaws concerning meetings of the Board, with such changes in the context of such Bylaw provisions as are necessary to substitute the committee and its members for

the Board and its members, except that the time for regular meetings of committees may be fixed by resolution of the Board or by the committee. The time for special meetings of committees may be fixed by the Board. The Board may adopt rules and regulations pertaining to the conduct of meetings of committees to the extent that such rules and regulations are not inconsistent with the provisions of these Bylaws.

ARTICLE 7. EXECUTION OF INSTRUMENTS, DEPOSITS AND FUNDS

SECTION 1. EXECUTION OF INSTRUMENTS

The Board, except as otherwise provided in these Bylaws, may by resolution authorize any officer or agent of the Corporation to enter into any contract or execute and deliver any instrument in the name of and on behalf of the Corporation, and such authority may be general or confined to specific instances. Unless so authorized, no officer, or agent, or employee shall have any power or authority to bind the Corporation by any contract or engagement or to pledge its credit or to render it liable monetarily for any purpose or in any amount.

SECTION 2. CHECKS AND NOTES

Except as otherwise specifically determined by resolution of the Board, or as otherwise required by law, checks, drafts, promissory notes, orders for payment of money, and other evidence of indebtedness of the Corporation shall be signed by any two of the following individuals: (1) the President; (2) the Treasurer; and (3) the Chief Development Officer of Chaffey Community College.

SECTION 3. DEPOSITS

All funds of the Corporation shall be deposited from time to time to the credit of the Corporation in such banks, trust companies, or other depositories as the Board may select.

SECTION 4. GIFTS

The Board may accept on behalf of the Corporation any contribution, gift, bequest, or devise for the charitable or public purposes of this Corporation.

ARTICLE 8. CORPORATE RECORDS, REPORTS AND SEAL

SECTION 1. MAINTENANCE OF CORPORATE RECORDS

The Corporation shall keep at its principal office in the State of California:

(a) Minutes of all meetings of Directors and committees of the Board, indicating the time and place of holding such meetings, whether regular or special, how called, the notice given, and the names of those present and the proceedings thereof.

(b) Adequate and correct books and records of account, including accounts of its properties and business transactions and accounts of its assets, liabilities, receipts, disbursements, gains and losses.

(c) A copy of the Corporation's Articles of Incorporation and Bylaws as amended to date.

SECTION 2. CORPORATE SEAL

The Board may adopt, use, and at will alter, a corporate seal. Such seal shall be kept at the principal office of the Corporation. Failure to affix the seal to corporate instruments, however, shall not affect the validity of such instrument.

SECTION 3. DIRECTORS' INSPECTION RIGHTS

Every Director or his or her agent or attorney shall have the absolute right at any reasonable time to inspect and copy all books, records, and documents of every kind and to inspect the physical properties of the Corporation.

SECTION 4. ANNUAL REPORT

The Board shall cause an annual report to be furnished not later than one hundred and twenty (120) days after the close of the Corporation's fiscal year to all Directors of the Corporation, which report shall contain the following information in appropriate detail:

(a) The assets and liabilities, including the trust funds, of the Corporation as of the end of the fiscal year.

(b) The principal changes in assets and liabilities, including trust funds, during the fiscal year.

(c) The revenue or receipts of the Corporation, both unrestricted and restricted to particular purposes, for the fiscal year.

(d) The expenses or disbursements of the Corporation, for both general and restricted purposes, during the fiscal year.

(e) Any information required by Section 5 of this Article.

The annual report shall be accompanied by any report thereon of independent accountants, or, if there is no such report, the certificate of an authorized officer of the Corporation that such statements were prepared without audit from the books and records of the Corporation.

SECTION 5. ANNUAL STATEMENT OF SPECIFIC TRANSACTIONS

The Corporation shall mail or deliver to all Directors a statement within one hundred and twenty (120) days after the close of its fiscal year which briefly describes the amount and circumstances of any indemnification by the Corporation or any transaction in which the Corporation or its parent or subsidiary was a party in which any Director or officer of the Corporation or its parent or subsidiary had a direct or indirect material financial interest.

The above statement need only be provided with respect to a transaction during the previous fiscal year involving more than FIFTY THOUSAND DOLLARS ($50,000) or which was one of a number of transactions with the same person involving, in the aggregate, more than FIFTY THOUSAND DOLLARS ($50,000).

Similarly, the statement need only be provided with respect to indemnifications or advances aggregating more than TEN THOUSAND DOLLARS ($10,000) paid during the previous fiscal year to any Director or officer.

Any statement required by this Section shall briefly describe the names of the interested persons involved in such transactions, stating each person's relationship to the Corporation, the nature of such person's interest in the transaction and, where practical, the amount of such interest; provided, that in the case of a transaction with a partnership of which such person is a partner, only the interest of the partnership need be stated.

ARTICLE 9. FISCAL YEAR

SECTION 1. FISCAL YEAR OF THE CORPORATION

The fiscal year of the Corporation shall begin on the first day of July and end on the last day of June in each year.

ARTICLE 10. AMENDMENT OF BYLAWS

SECTION 1. AMENDMENT

Subject to any provision of law applicable to the amendment of Bylaws of public benefit nonprofit Corporations, these Bylaws, or any of them, may be altered, amended, or repealed and new Bylaws adopted by the affirmative vote of a majority of the Directors present and voting at any duly held meeting of the Board, or by unanimous written consent of the members of the Board.

ARTICLE 11. AMENDMENT OF ARTICLES

SECTION 1. AMENDMENT OF ARTICLES BEFORE ADMISSION OF MEMBERS

Except as provided by law or these Bylaws, any amendment of the Articles of Incorporation may be adopted by approval of the Board.

SECTION 2. CERTAIN AMENDMENTS

Notwithstanding the above Section of this Article, this Corporation shall not amend its Articles of Incorporation to alter any statement which appears in the original Articles of Incorporation of the names and addresses of the first Directors of this Corporation nor the name and address of its initial agent, except to correct an error in such statement or to delete either statement after the Corporation has filed a "Statement by a Domestic Nonprofit Corporation" pursuant to Section 6210 of the California Nonprofit Public Benefit Corporation Law.

ARTICLE 12. PROHIBITION AGAINST SHARING CORPORATE PROFITS AND ASSETS

SECTION 1. PROHIBITION AGAINST SHARING CORPORATE PROFITS AND ASSETS

No Director, officer, employee, or other person connected with this Corporation, or any private individual, shall receive at any time any of the net earnings or pecuniary profit from the operations of the Corporation, provided, however, that this provision shall not prevent payment to any such person or reasonable compensation for services performed for the Corporation in effecting any of its public or charitable purposes, provided that such compensation is otherwise permitted by these Bylaws and is fixed by resolution of the Board; and no such person or persons shall be entitled to share in the distribution of, and shall not receive, any of the corporate assets on dissolution of the Corporation. The assets of the Corporation, after all debts have been satisfied, then remaining in the hands of the Board, shall be distributed as required by the Articles of Incorporation of this Corporation and not otherwise.

CERTIFICATE

This is to certify that the foregoing is a true and correct copy of the Bylaws of the Corporation named in the title thereto and that such Bylaws were duly adopted by the Board of Directors of said Corporation on March 1, 1989.

Dated:_____

_____
Secretary

FOUNDATION BOARD OF DIRECTORS

Central Concept

The Board of Directors of any institution is responsible for the establishment of overall goals and basic policy, for insuring that adequate resources are available to carry out its directions and policies and monitoring the achievement of the goals.

Specific Functions of the Board

1. Formulate and approve long-range goals. Actively participate in the formulation and final authorization of the organization's long-range direction. approve or delegate approval of annual objectives and priorities established to achieve long-range direction. Approve or delegate approval of annual objectives and priorities established to achieve long-range goals.

2. Formulate and adopt policies and operating procedures.

3. Select, employ, and provide periodic performance appraisals, provide for salary review. and if necessary, dismiss the chief executive.

4. Develop financial resources for achieving goals. the organization's financial development strategy must be formulated and board members must actively participate in generating the necessary funding.

5. Adopt and monitor the organization's operating and fiscal management procedures.

6. Monitor the achievement of goals and objectives. The board must keep itself informed and insure the kind of evaluation, measurement, and performance reporting necessary to assess the achievement of goals and objectives.

7. Perform its legal responsibilities. The board must act for the corporation as set forth in the articles of incorporation and bylaws.

8. Protect the assets of the organization.

9. Form linkages with other community organizations, both public and private, to meet needs that are greater than those that can be met by the organization acting alone.

10. Interpret the organization to the community.

Tenets

1. There is a relationship between involvement, knowledge, and therefore ownership and frequency of meetings.

2. There is a relationship between attendance and ownership.

3. There is a relationship between size and function.

4. Given a large board, committees and good committee work are of great importance in developing a sense of ownership.

5. "Representativeness" is useful only when the other goals of board constituencies are achieved.

6. There must be a balance between staff and volunteer input and involvement.

7. Board members must clearly understand their role in policy development and execution.

BOARD DEVELOPMENT

The development of a productive, fully functioning nonprofit board of directors should be seen as a continuum that starts with the recruitment of each new board member. Opportunities for development should continue throughout the individual's term on the board and hopefully culminate in a life-long association with the organization after retirement from the board. Board development is a full-time activity. An active, committed, and successful board does not just happen; it is the result of day-to-day effort, the investment of staff and volunteer time, and work.

Your college foundation needs a board of directors to provide: 1) a broad base of resources; 2) credibility; 3) public relations and fund raising; and 4) to satisfy legal requirements.

When developing both the structure and the constituency of your board, keep in mind the special mission of your college, its unique style and programs, and the individual personalities of key college administrators, foundation staff, and other board members.

RECRUITMENT. Recruitment begins with an active nominating committee. A "proactive" nominating committee is constantly searching for new board members. Recruitment is <u>never</u> a last minute search to fill vacancies about to occur. A nominating committee cannot begin its search until the foundation has determined the areas of expertise and skills needed on the board and the "spheres of influence" that need to be broached. A constantly updated card file on "potential board members" is recommended. An exceptionally proactive nominating committee will scan the business section of newspapers to target personnel of new organizations or corporations planning to locate in the community.

Once a board candidate is identified, be sure to have mechanisms in place to "lock" him or her into your organization until a board vacancy occurs. Consider developing a "front-end" category of board membership. One example is an "Associate Board Member" category in which members are invited, but not required, to attend all board meetings and events. They receive all board mailings, and become acquainted with the staff and other board members. Once a board vacancy occurs, Associate Board Members are educated and ready to move into full, active board membership.

THE INITIAL CALL. Never make a recruitment call alone. It's too tempting to make all kinds of promises, or downplay the requirements of board membership just to get the candidate to agree to serve. Remember, once recruited, the candidate will do exactly what he/she promised when recruited. If you say you just need their name on your letterhead, that's exactly what you will get!

The best combination of people to make the call includes someone who either knows the candidate personally or has some connection with the candidate, accompanied by a staff or board member who knows the college and the programs well. The PRIMARY recruiter does not have to be a board or staff member. It may be some other prestigious person likely to influence your candidate. The best recruiter is someone "they can't say no to." This recruiting technique is called "The Clout Route."

The primary recruiter needs to know basic information about your college and the requirements of board membership in terms of time, commitment, and financial support. It also helps if the recruiter is a great salesperson. The staff or board member is along to answer technical or detailed questions.

Tell the candidate why he/she has been targeted for board membership. If you need specific skills or experience represented on your board, be direct about it. If you need access to a specific population or community, and your candidate has influence with that group, tell your candidate. It is very flattering to be targeted as a leader in your particular "sphere of influence" and as a person who can provide access.

While you start at the top, you may have to settle for less. For example, if a chief executive indicates interest in your organization and would like to appoint someone else in the corporation to represent them on the board, jump at the chance! Frequently, this second-in-command type will have more time available to you and have just as much influence in terms of distribution of charitable dollars.

Some nonprofits target the "rising stars" in a business or industry. Frequently, only the chief executive in a corporation is asked to serve on nonprofit boards, while a young, executive in the company is dying for a "cause" in which to become involved. If community involvement is part of the image needed to rise in the corporate ranks, this person can have a dual reason for performing as an exemplary board member. Finally, when this person rises to the top of the corporation, he/she is already committed to your college.

THE ROLE OF MARKETING AND PUBLIC RELATIONS IN BOARD RECRUITMENT. Your college's public relations program will have significant impact on your ability to recruit the board members you want. The more often your college name appears in the local newspaper and is mentioned on the radio, the easier your recruitment task will be. The public has to know what your college is doing, the impact you are having on students, and the importance of your programs to the community. If your image is of "being on the leading edge," with impact and influence in your community, board recruitment will be easy.

Foundation staff should also plan a public relations campaign around their board members. Issue press releases concerning board appointments, board elections, annual meetings, and luncheons. When large donations are received, have the donor present the check to a board member with a photographer present. Send the photograph to local newspapers along with a story on how the donation is to be used and how students will benefit. The story can also be used in the student newspaper or your own newsletter. Remember, your board members are volunteers, and should be given recognition whenever possible.

BOARD ORIENTATION. It is the job of the foundation director and the board president to provide new board members with the information and education to operate effectively. New board members should be provided with a binder of materials that acquaints them with the purpose and goals, history, staffing, programs, and financing of the organization.

Don't rely on the new board members to read the materials. Schedule an orientation session away from offices and ringing telephones. The director of the foundation, the board president and other members of the board can participate. The orientation session accomplishes several goals: 1) it provides the opportunity for board members to review the materials, make sure they understand it, and ask questions; 2) it provides the opportunity for board members to get to know one another and begin a working relationship; and 3) it provides the same opportunity for new board members and staff.

BOARD TRAINING. Provide ongoing, in-service training for your board members, and don't assume knowledge because they have served on boards before. Part of each board meeting (15 minutes or so) can be used to train and update board members concerning your programs and activities. Consider sending the appropriate board committee chair along with a staff member to workshops. For example, the chair of your finance committee might benefit from attending a workshop on financial management for nonprofit organizations along with your staff financial manager. Every board can benefit from a fund-raising workshop early in the board year. This is one area where the entire board can become involved. Select a specific list of board responsibilities to include in your orientation materials, then use this list to plan appropriate training activities.

RETIREMENT TIME. Most boards are structured so that a portion of the board memberships expire each year. Many have three year board terms with one-third expiring each year, thus insuring continuity. Bylaws should contain a clause limiting the number of term renewals, even if a board member has served in an exemplary manner. New board members bring in new ideas, new perspectives on old problems, and new energy. You must make room for new members by making "board retirement" appealing, while retaining these retired board members as a resource and an asset for your college.

First, make sure that whatever you call your retirement group, it is an honored position. Maintain contact with retired board members by issuing special invitations to annual meetings and events, and make sure they are acknowledged at these events. They should receive routine mailings and have an open invitation to attend any board functions. It should be clear that this group has the "perks" of board membership without the day-to-day responsibilities.

The retirement group is comprised of your fully trained, fully educated supporters. If they are nearing career retirement, they may have even more time to devote to your college. Assuming they have been consistent donors to your college, they are a prime target group for your Planned Giving Program.

A SUCCESSFUL BOARD EXPERIENCE. It is no accident that most of your board members will be over age 45. Individuals with successful careers frequently see board membership as a way of contributing back to their community. Your board members identify with your goals and have determined that your organization is an important part of the community. They will feel that their board experience is successful if you have: 1) clearly defined their roles and responsibilities; 2) facilitated their ability (through training and education if necessary) to fulfill those roles and responsibilities effectively; and 3) given them credit for being an important part of the organization and a part of the organization's success. Nothing motivates board members more than a sense of time well spent and a sense of accomplishment.

SOURCE: The Community College Foundation
Sacramento, California

THE ROLE OF THE BOARD OF DIRECTORS

The primary responsibility of the Board of Directors is to govern the corporation consistent with Federal and State laws and the Articles of Incorporation and Bylaws. Operationally, the Board of Directors sits as a corporate oversight body and provides general direction for the organization through the development of policy. The Board of Directors is not involved in the normal ongoing operations or administration of the organization. The Board employs an Executive Director to implement its policies and administer services and programs. The Board of Directors' responsibilities and duties can be divided into four general areas: Administration, Planning, Resource Development, and Public Information. The following is a description of each with some specific duties listed.

I. ADMINISTRATION

Administrative responsibilities are primarily directed at compliance with law and maintaining effective operations.

A. Executive Director

Duties include:

1. Establishing, maintaining, and complying with a formal contract with the Executive Director.
2. Supervising and evaluating the Executive Director's performance.
3. Providing guidance and policy direction to the Executive Director.
4. Setting Executive Director's compensation and benefits.

B. Corporate Bylaws and Articles of Incorporation

Duties include:

1. Periodic review.
2. Amendment as necessary.

C. Board of Directors

Duties include:

1. Orientation of new Board members appointed by the Board of Governors, California Community Colleges.
2. Nominate and elect the officers of the corporation annually.
3. Establish and appoint committees of the Board.
4. Meet on a regular basis to transact business.
5. Maintain Board communications and cooperation.

I. ADMINISTRATION (Continued)

D. Fiscal

Duties include:

1. Approve an annual operating budget for the corporation and any subsequent revisions.
2. Approve an annual financial audit.
3. Periodic review of financial status.

E. Foundation Employees

Duties include:

1. Approve Foundation Personnel Policies.

F. Grants and Contracts

Duties include:

1. Approve all contracts.

II. PLANNING

Planning responsibilities are directed at setting the short and long term direction of the corporation consistent with corporate purpose and status as a nonprofit public benefit organization.

Duties include:

1. Approve an annual plan for the Foundation.
2. Review information regarding Foundation programs and services.
3. Authorize the establishment of new programs and services or major modification to existing programs and services.

III. RESOURCE DEVELOPMENT

Resource development responsibilities are directed specifically at ensuring that the Foundation has adequate resources to operate effectively.

A. Private Funds

Duties include:

1. Assist in the identification and solicitation of corporate and individual support for the Foundation.
2. Assist in development activities.
3. Appear on behalf of the Foundation to support requests for funds.

III. RESOURCE DEVELOPMENT (Continued)

B. Public Funds

Duties include:

1. Advise the Executive Director of available sources of public support.
2. Assist the Executive Director with obtaining public funds.

IV. PUBLIC INFORMATION

Duties include:

1. Assist in identifying resources useful to developing and conducting an effective public information program.
2. Provide funds, where appropriate, to support public information programs.
3. Provide direct support via the board or committees for public information programs.

SOURCE: The Community College Foundation
Sacramento, California

SECTION IV.D HAS BEEN EXCISED DUE
TO COPYRIGHT RESTRICTIONS

See: Swanson, Andrew. "The Role of the Board." Nonprofit World, v4 n2 (Published by the Society for Nonprofit Organizations, 6314 Odana Road, Suite 1, Madison, WI 53719)

CHAFFEY COLLEGE FOUNDATION
March 1990

WHAT IS MY RESPONSIBILITY AS A BOARD MEMBER?

(Brief Job Description)

1. Regular attendance at board meetings is the first responsibility of a board member.

   - Asking discerning questions, constructively participating in deliberations, and voting according to your convictions.

   - Assuming leadership of board groups and events as requested.

2. Assume a major (leadership) responsibility on at least one committee and a supportive role on another.

   - Working in an area where your skill and background would be of value to the committee—assisting in more detailed study of the committee's commission of work.

3. Assist in getting donations and/or personally donating according to your own means to the financing of the organization and the projects it supports.

4. Willingness and ability to act as interpreter of the college and the foundation at public events and/or within your own networks and by attending foundation events and selected college functions.

5. With other members of the board and with staff, make sure that the budget, policies, procedures, and program efforts are consistent with the objectives of the organization.

ASSESS YOUR BOARD
(BOARD LEADERSHIP CHECKLIST AND WORKSHEET)

	ACTIVITY	YES	NO	SUGGESTIONS FOR IMPROVEMENT
1.	Board operates under a clear and up-to-date set of bylaws with which all members are familiar.	( )	( )	_____
2.	Board has an elected Executive Committee which reports fully to the board on all actions taken.	( )	( )	_____
3.	Board has standing committees which meet regularly and report back.	( )	( )	_____
4.	80% of board members attend meeting.	( )	( )	_____
5.	Every board member serves on at least one committee.	( )	( )	_____
6.	Board has diversity of experience, skills, ethnic, racial, male-female and age groups.	( )	( )	_____
7.	Nominating Committee uses established criteria to recruit board members based on the objectives of the organization.	( )	( )	_____
8.	Newly elected board members are fully oriented to what is expected.	( )	( )	_____
9.	Board includes in each meeting some educational or interpretation time.	( )	( )	_____
10.	Board members are elected for a specific term.	( )	( )	_____
11.	Board has completed both long-range and short-range planning.	( )	( )	_____
12.	Board meets at least 9 times yearly.	( )	( )	_____
13.	Board receives their agenda in advance.	( )	( )	_____
14.	Staff participates in committee and board meetings as appropriate.	( )	( )	_____
15.	There is an orderly procedure for decision-making at board meetings.	( )	( )	_____
16.	Board conducts an annual review of its work and operating procedures.	( )	( )	_____
17.	Board reviews, approves, and monitors the budget. Members understand the reports.	( )	( )	_____
18.	Board has formal executive appraisal method.	( )	( )	_____
19.	there is a trustful and harmonious relationship between board and staff.	( )	( )	_____
20.	Board members receive all appropriate information (positive and negative) necessary to make policy decisions.	( )	( )	_____
21.	Board discussions are free with full participation and respect for divergent opinions.	( )	( )	_____
22.	All board members contribute annually to the fund raising campaign.	( )	( )	_____
23.	All board members provide some leadership to the annual campaign.	( )	( )	_____
24.	Board works with other organizations in the community and is familiar with their goals and activities.	( )	( )	_____

GOLDEN WEST COLLEGE FOUNDATION
BOARD SURVEY

NAME _____ DATE _____

1. What do you perceive the role of the Board of Directors to be?

2. Why are you involved with the Foundation?

3. How do you perceive the GWC Foundation in comparison to other community college foundations?

4. What would you consider to be the most urgent area of concern for the Foundation?

5. How would you like to see the board's efforts utilized?

6. Do you feel your role as a board member is meaningful?

7. How do you feel about the Foundation's board of directors?

8. Do you think the board is effective?

9. How would you change the board structurally?

10. Do you feel the board is responsible for the Foundation's income?

11. In your judgement, what is the Foundation's greatest strength?

12. Weakness?

13. If it were left entirely to you, what changes would you make in the Foundation's operation?

14. Where would you like to see the Foundation in five years?

15. What do you consider to be the first step in moving forward as far as the board is concerned?

16. Who do you admire the most among the business people of Orange County?

17. If we launched a gifts' campaign requiring a leadership team of top-level business people in our community, who would you choose to see involved to insure success?

18. Of all possible participants who might be involved in a gifts campaign effort, who has the leadership characteristics of influence, affluence, credibility and respect that could lead the effort to a successful conclusion?

19. If we launched a gifts campaign, could the Foundation count on you for a special gift?

    (If no) Why not?

20. (If yes) Would you take a look at the sheet of categories and gift levels and tell me which reflects your sense of what you might do if we had a gifts campaign?

    Category_____= $_____

21. Hypothetically, would you be willing to talk with a few of your friends and/or business associates about supporting the Foundation if there was a campaign?

22. Do you know of anyone else that fits the leadership criteria that would be willing to participate in this survey?

Board Profile Grid

	Term Expires 19___	Term Expires 19___	Term Expires 19___
Knowledge of—			
Human Problems in Urban Areas			
Human Problems in Rural Areas			
Human Resources			
Financial Resources			
Available Community Services			
Expertise in—			
Legal Affairs			
Personnel Management			
Financial Management			
Fund Raising			
Service Development			
Public Community Relations			
Field of Planning			
Social Services			
The Nursing Field			
The Medical Field			
Health Delivery Field			
Public Safety			
Education			
Influence Within—			
The Power Group			
The Business Financial Community			
The Agricultural Community			
Labor Organizations			
Ethnic Minority Groups			
The Media			
The Government			
Related Organizations			
Male			
Female			
Under 21 Years			
21-29 Years			
30-39 Years			
40-59 Years			
60-69 Years			
Over 70 Years			

BOARD CANDIDATE RECOMMENDATION

Name_____Title_____

Address_____Phone_____

_____

Type of Business_____

_____

Leadership
Qualities_____

_____

_____

_____

Community
Activities_____

_____

_____

_____

Special Expertise_____

_____

_____

_____

Why you would recommend this candidate_____

_____

_____

_____

Submitted by:_____Date_____

* * * * * *

The criteria for recruiting members for the Board of Directors is:

Influence, affluence, visibility, loyalty, generosity and knowledge.

CHAFFEY COLLEGE FOUNDATION
BOARD OF DIRECTORS
INFORMATION FORM

List this exactly the way you want it on the foundation letterhead.

Name _____ **Business Title** (if applicable) _____

Business Address

Business Telephone

FAX Number

Car Phone (if applicable) --- **Okay to share with others**

Home Address ---

Home Phone --- ❑Yes ❑No

Spouse's Name

Spouse's Business Address

Is there a secretary or other staff member that we might contact regarding scheduling of appointments or meetings, if necessary? Yes ❑ No ❑

Name _____ **Phone Number** ( ) _____

Please send foundation materials to my:

Home Address ❑
Business Address ❑
Spouse's Business Address ❑

Are there specific areas of the college in which you are particularly interested? (i.e., the arts, theatre, re-opening of the Planetarium, sciences, health, technology, etc.)

Are there any areas of the college in which you have a particular concern or interest or would like additional information?

Comments:

_____ **Signature**

_____ **Date**

Please list other businesses, or community affiliations or networks in which you are now or have been active in this area:

Organization	Capacity/Office	Terms of Service

Please list other fund raising or grant writing organization with which you are currently affiliated.

Organization	Capacity/Office	Terms of Service

§ 5239. Personal liability of volunteer director or officer for negligence

(a) There shall be no personal liability to a third party for monetary damages on the part of a volunteer director or volunteer executive committee officer of a nonprofit corporation subject * * * to this part, caused by the director's or officer's negligent act or omission in the performance of that person's duties as a director or officer, if all of the following conditions are met:

(1) The act or omission was within the scope of the director's or executive committee officer's duties.

(2) The act or omission was performed in good faith.

(3) The act or omission was not reckless, wanton, intentional, or grossly negligent.

(4) Damages caused by the act or omission are covered pursuant to a liability insurance policy issued to the corporation, either in the form of a general liability policy or a director's and officer's liability policy, or personally to the director or executive committee officer. In the event that the damages are not covered by a liability insurance policy, the volunteer director or volunteer executive committee officer shall not be personally liable for the damages if the board of directors of the corporation and the person had made all reasonable efforts in good faith to obtain available liability insurance.

(b) "Volunteer" means the rendering of services without compensation. "Compensation" means remuneration whether by way of salary, fee, or other consideration for services rendered. However, the payment of per diem, mileage, or other reimbursement expenses to a director or executive committee officer does not affect that person's status as a volunteer within the meaning of this section.

(c) "Executive committee officer" means the president, vice president, secretary, or treasurer of a corporation who assists in establishing the policy of the corporation.

(d) Nothing in this section shall limit the liability of the corporation for any damages caused by acts or omissions of the volunteer director or volunteer executive committee officer.

(e) This section does not eliminate or limit the liability of a director or officer for any of the following:

(1) As provided in Section 5233 or 5237.

(2) In any action or proceeding brought by the Attorney General.

(f) Nothing in this section creates a duty of care or basis of liability for damage or injury caused by the acts or omissions of a director or officer.

(g) This section is only applicable to causes of action based upon acts or omissions occurring on or after January 1, 1988.

(Added by Stats.1987, c. 1206, § 1. Amended by Stats.1988, c. 1204, § 5.)

Historical Note

Application of Stats.1987, c. 1201, §§ 1, 9 to 21, see Historical Note under C.C.P. § 877.5.

Section 4 of Stats.1987, c. 1206, provides:

"This act shall become operative only if Assembly Bills 344, 1530, 1909, 1913, and 2616 [Stats.1987, c. 1202, 1203,

BEST COPY AVAILABLE

DIRECTORS AND OFFICERS OF PUBLIC BENEFIT CORPORATIONS

Every corporation must have directors and officers. Legally, a public benefit corporation may operate with one director. However, most charities operate with three or more directors, which is strongly recommended. In addition to directors, every public benefit corporation is required to have a president, a chief financial officer and a secretary. Additional officers may be appointed. The powers, duties and liabilities of directors and officers of public benefit corporations are governed by California statutes. Directors are required to discharge their duties consistent with a fiduciary obligation to the charity.

DIRECTORS:

Powers and Duties of Directors

The directors of a nonprofit public benefit corporation are responsible for conducting the corporation's affairs and for exercising the powers of the corporation. Directors may delegate many of their powers to others, such as officers and employees, but the directors are ultimately responsible for all corporate decisions.

Directors may be elected (usually by members) or designated (by the board of directors or other persons). The provisions for election, resignation, removal, terms of office, quorum necessary for action by directors, action by executive committee, delegation of powers, and other important issues affecting directors are generally covered by California statutes. These powers and procedures should be set forth clearly in the corporation's bylaws.

Compensation of Directors:

Most directors of public benefit corporations serve on a volunteer basis, and do not receive compensation, other than

occasional reimbursement for actual expenses of attending meetings (mileage, parking fees, meal costs). However, California law permits directors to receive reasonable "compensation as a director or officer," and distinguishes such compensation from other payments to directors that raise conflict of interest questions. Reasonable compensation paid to a director or officer is not "self dealing" and it does not impair the ability of the director to serve as a "disinterested" director in reviewing other corporate transactions. California law does not suggest what amount of compensation to a director is a reasonable one. The Attorney General audits payments to directors that are more than nominal.

Standards recently adopted by the National Charities Information Bureau state that trustees and directors should be volunteers and not compensated other than for expenses.

Liability of Directors:

In general, directors of nonprofit corporations, like directors of business corporations, are usually not personally liable for the debts, liabilities or obligations of the corporation. A director may be held personally liable to repay damages to the public benefit corporation where he has breached a duty of care or loyalty to the corporation. A director's personal liability to third parties is very limited. California law on director's liability is complicated and has been changed frequently by the Legislature.

1. Nonpaid, Disinterested Director Who Acts in Good Faith With Reasonable Care is Not Liable to Corporation.

A nonpaid director of a public benefit corporation who performs his or her duties in good faith, in a manner the director believes to be in the best interest of the corporation, and with reasonable care and inquiry under the circumstances has no personal monetary liability to the corporation in an action based on alleged failure to discharge the director's duties. This protection against liability does not apply to a director who engages in self dealing or who makes or receives a prohibited loan or distribution of the corporation's assets.

2. Volunteer Director Not Liable to Third Parties:

A volunteer director or an officer has no personal liability to a third party for a negligent act or omission in performance of the director's duty if the director: 1) acted within the scope of his or her duties; 2) was not grossly negligent, reckless, wanton or intentional; 3) and the damages caused are covered by a liability insurance policy issued to the corporation, or the directors made reasonable efforts to obtain liability insurance.

3. Duty of Loyalty and Conflict of Interest

a. Self-Dealing Transactions: Directors May Be Liable For Damage to Corporation

A "self-dealing" transaction is one between a director and the public benefit corporation in which the director has a "material financial interest." Such transactions include payment of a salary, contract fee, commission or other benefit of material economic value from the public benefit corporation to one or more of its directors, or to a corporation or partnership in which a director has a material financial interest. In reviewing self dealing transactions, the Attorney General considers a financial interest "material" to a director if it is large enough to create an appearance of conflict of interest. This is a question of fact in each case.

Self dealing transactions between a director and the charity on which the director serves are inherently suspect. The director's first duty of loyalty is to the charity, and it may be difficult for a director to carry out that duty if he or she is also looking to make a profit from transacting business with the charity. This is one reason that California law requires that all boards of directors of public benefit corporations be composed of at least 51% of directors who are "disinterested" from the corporation. "Disinterested" means that the director is not involved personally in any self dealing transactions with the charity, and also that none of his or her relatives is receiving salary or other contract payments from the charity. A majority disinterested board of directors is absolutely critical to insure that the charity is protected against unfair self dealing transactions and other conflicts of interest.

When a self dealing transaction is not fair to the charity, and when the self dealing director charges an unreasonable price or makes an excessive profit from a self dealing transaction, the charity suffers damage to its assets. The Attorney General and others may sue the responsible directors to recover from them the actual damages to charity, plus interest, and in some cases punitive damages. Any damages recovered are returned to the charity. Often the self dealing directors and other directors responsible for the damage are removed from the charity's board.

Of course, there are cases of self dealing where the charity actually benefits and is treated fairly. If a director contracts with the charity he serves to provide needed services at a fair price, if the terms are reasonable to the charity, if the contract is for the charity's benefit (not the director's benefit), and if the charity "could not have obtained a more advantageous arrangement with reasonable effort under the

ircumstances," there is not likely to be any damage to the harity from the self dealing transaction. California law sets ut these same criteria for review by disinterested directors of ny self dealing transaction. If the directors have all of the acts before them and in good faith, find that these criteria are et, they may "validate" a self dealing transaction and protect he disinterested director(s) against liability for self dealing.

Obviously, if the "disinterested" directors do not conduct heir review of self dealing in good faith but merely as a sham o protect other directors, there would be no effective alidation. In cases of fraud and collusion by the directors, ll directors could be held liable for damages to the charity.

b. Director May Be Liable For Making Prohibited Loans From the Charitable Corporation.

A director may be held personally liable for making a loan f the charitable assets to a director or officer of a public enefit corporation. Prior approval from a court or the Attorney eneral is required for most loans from a public benefit orporation to an officer or director. Exceptions are allowed or certain types of primary residence loans under specified onditions.

c. Director May Be Liable For Prohibited Distribution of the Charitable Assets.

A director may be personally liable for making or eceiving a prohibited "distribution" of the public benefit orporation's assets. Examples of prohibited distribution nclude: 1) transfers of corporate funds or assets to directors, fficers or members without fair consideration; 2) payment of xcessive or unauthorized salaries, non contractual benefits or bonuses"; 3) improper gifts of charitable assets to individuals; and other uses of the corporate assets unrelated to carrying ut the charitable purposes.

Derivative Actions Against Directors

Legal actions filed against directors to recover damages esulting from breach of a director's duty to the corporation are lled "derivative actions." They are usually filed by the torney General or a disinterested director, on behalf of the rporation and its charitable beneficiaries. Derivative actions ainst directors usually seek recovery of monetary damages from e responsible director(s) and other equitable relief. Any payment is made to the corporation or another similar charity.

Statutory Transactions

California law requires that certain transactions by public benefit corporations require either consent by or notice to the Attorney General. These transactions are treated with special attention because they significantly change the corporation. These transactions include dissolutions, mergers, sales of substantial assets, conversions and amendment of articles. See Chapter 10 for more detail on statutory transactions.

Indemnification and Insurance

California law allows for public benefit corporations to indemnify directors for costs and expenses of litigation in both third party actions against the corporation and some derivative actions on behalf of the corporation. No indemnification, however, is permitted for director's fraud, bad faith acts and unsuccessful defense of self dealing.

Public benefit corporations may purchase indemnification insurance to protect directors' liability for most actions, but not for fraud and self dealing.

OFFICERS:

Every nonprofit corporation must have at least three officers: a president (or chairman of the board), secretary, and a chief financial officer. The officers are usually appointed by the directors. Officers' responsibilities are spelled out in the corporation's bylaws. Their duties usually include maintaining books of account, responsibility for deposits and disbursements, keeping minute books, giving required notices, and other such duties as the directors prescribe.

The duties of officers and methods for their appointment and removal should be clearly stated in the corporation's bylaws. Generally, officers are not liable to the corporation or to third parties who sue the corporation. If an officer has acted in a fraudulent or grossly negligent manner, he or she may be liable.

FREQUENT QUESTIONS

Q. **What criteria does the Attorney General apply in reviewing self dealing and loan transactions that are submitted for approval to the Attorney General's office?**

A. The Attorney General applies the statutory criteria for determining fairness of self dealing transactions, as set forth in California Corporations Code section 5233. Facts are reviewed to determine whether the self dealing is for the benefit of the charity, whether the terms are fair and reasonable to the charity, and whether there is no better alternative available to the charity.

In reviewing proposed loans from a public benefit corporation to a director or officer, the Attorney General applies a standard of strictest scrutiny. Unlike self dealing transactions, which may be validated under statutory standards, most loans from a public benefit corporation to a director or officer are absolutely prohibited by law. In reviewing a loan transaction, the Attorney General asks whether the loan is strictly necessary to carry out the charitable program and to protect charitable assets. Additional criteria applied by the Attorney General in reviewing a loan transaction include review of better alternatives, review of terms and adherence to market interest rates, full security and fixed term requirements.

B. <u>The directors of our public benefit corporation which operates a school, voted to convert it to a business corporation. Will the Attorney General approve this conversion? How long will it take to get an answer?</u>

A. The Attorney General's answer will depend upon a thorough review of all the facts. Conversion is permitted by statute if the terms are approved by the Attorney General and all of the charitable assets of the converting public benefit corporation (which are irrevocably dedicated to charitable purposes) are distributed to another charity with similar charitable purposes to the converting corporation. The Attorney General's office looks at all material facts of a conversion to determine the fairness of the transaction to the charity. Is the value assigned to the converting public benefit corporation the true fair market value of the corporation? Is an independent appraisal needed? Will the directors of the public benefit corporation become the directors and shareholders of the new business corporation? Are there self dealing issues? Are the terms of payment or purchase of the converting corporation fair and reasonable to charity? Is the charity designated to receive the payment or purchase price a qualified IRC 501(c)(3) organization with similar purposes to the converting corporation?

The review of facts and legal analysis required for the Attorney General's decision to approve or disapprove a corporate conversion may take from two weeks to several months, depending on the facts and complexity of the transaction.

MEMBERS IN A PUBLIC BENEFIT CORPORATION

California law does not require a public benefit corporation to have members. Any public benefit corporation may create classes of members and offer membership to individuals or corporate entities. Depending on the bylaws, members may be vested with significant voting and other statutory rights, or they may simply be donors who enjoy honorary membership without voting or statutory rights.

Members with legal rights under California statutes are created when a public benefit corporation's articles of incorporation or bylaws give its members the right to vote for directors and/or to vote the manner in which the charity's assets will be disposed upon dissolution or merger. California law gives certain other rights to those "voting members" including: 1) the right to inspect certain corporate records; 2) the right to elect and remove directors; 3) rights to notice of meetings; 4) the right to sue the directors in derivative actions, or third parties on behalf of the corporation, under certain circumstances and subject to specified limitations; 5) and other rights spelled out in the statutes and corporation's bylaws. Classes of voting members cannot be abolished by the directors without consent from the voting members.

Many public benefit corporations have "honorary members" who receive a form of "membership" recognition in return for their donations or services. Honorary members do not have voting rights or statutory rights and should not be confused with voting members.

Members, as such, are not personally liable for the debts, liabilities or obligations of the public benefit corporation. A member is not liable for the actions of directors, unless a member personally benefitted from an unfair self-dealing transaction, prohibited distribution of corporate assets, or other improper action.

Source: Community College Foundation Manual

IRS, Franchise Tax Board, grantor agencies (by contract), and directors. Statutory voting members also have limited rights to inspect internal corporate records.

Q. I am a statutory voting member of a charity and would like to use the charity's mailing list to send out information. Am I entitled to use the mailing list?

A. Yes, with limitations. The mailing list of your charity is considered a valuable corporate asset, and the value diminishes if the list is distributed. California law provides specific procedures for member mailings through a "blind" use of the list. Your information is mailed out without disclosing the contents of the list to any person. The charity cannot refuse your mailing request based on the content of your message, so long as your mailing is reasonably related to your rights as a voting member of the charity.

Q. The directors of a public benefit corporation wish to abolish the class of voting members because the members are threatening to sue the directors. Is this possible?

A. It will be very difficult. Classes of voting members cannot be abolished without their consent. Nor can their rights as voting members be changed without proper notice, due process, and their consent.

BOARD COMMITTEES & RESPONSIBILITIES

Executive Committee:

The Executive Committee is empowered by the Board to conduct required Foundation business in the interim between Board meetings with full legal power and authority. Exceptions include those actions requiring full Board approval as specified in the Foundation bylaws.

Resource Development Committee:

This committee is responsible for assisting in the identification and direct solicitation of both public and private sources of support for the Foundation. Committee members may appear on behalf of the Foundation and assist in a variety of development activities.

Public Information:

Identifies resources and provides direct support for public information/public relations programs promoting the California Community Colleges.

Scholarship/Staff Diversity:

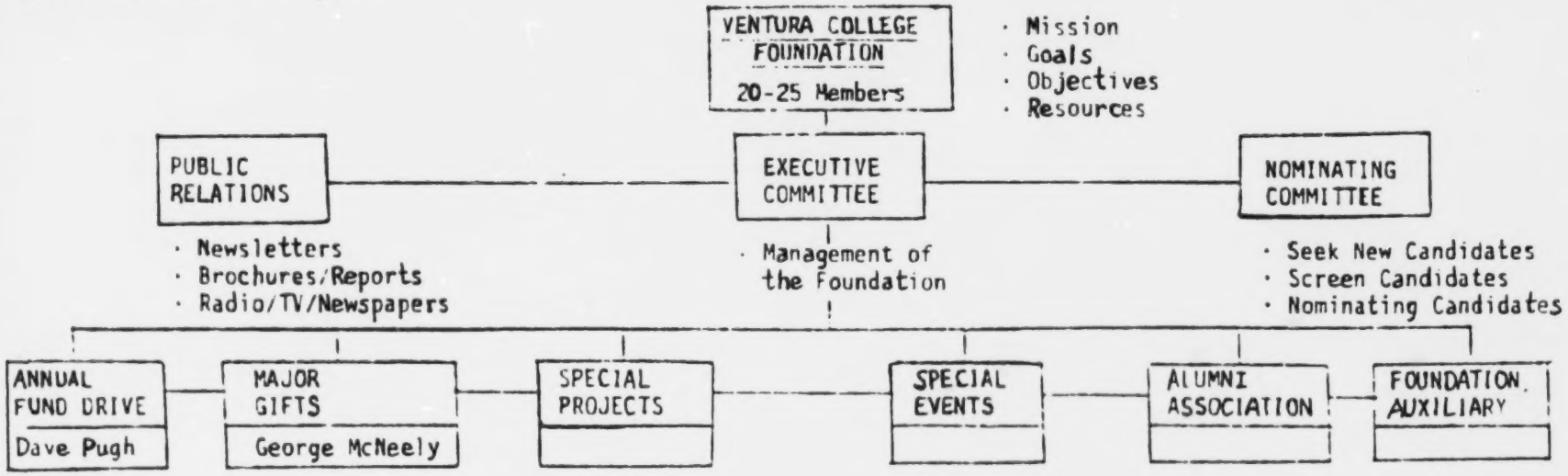
Provide leadership in the development of scholarship and staff diversity programs in support of the California Community College System. Identify and secure the resources to promote and recognize the rich diversity and excellence of community college students and staff.

Economic Development Projects:

Develop The Community College Foundation projects, provide leadership support, and identify and solicit resources in support of approved economic development projects.

Source: Community College Foundation

Conference Room - 4:00 p.m.



President's Circle
Founder's Circle
Patron's Circle
Planned Gifts
Corporation/ Foundations

· Hall of Achievement
· Challenge Grant
· Endowment Funds
· Building Funds

· Faculty Excellence Program
· Student Scholarships
· Academic Related Programs

· Hall of Achievement Recognition Event
· Retired Staff Recognition Event

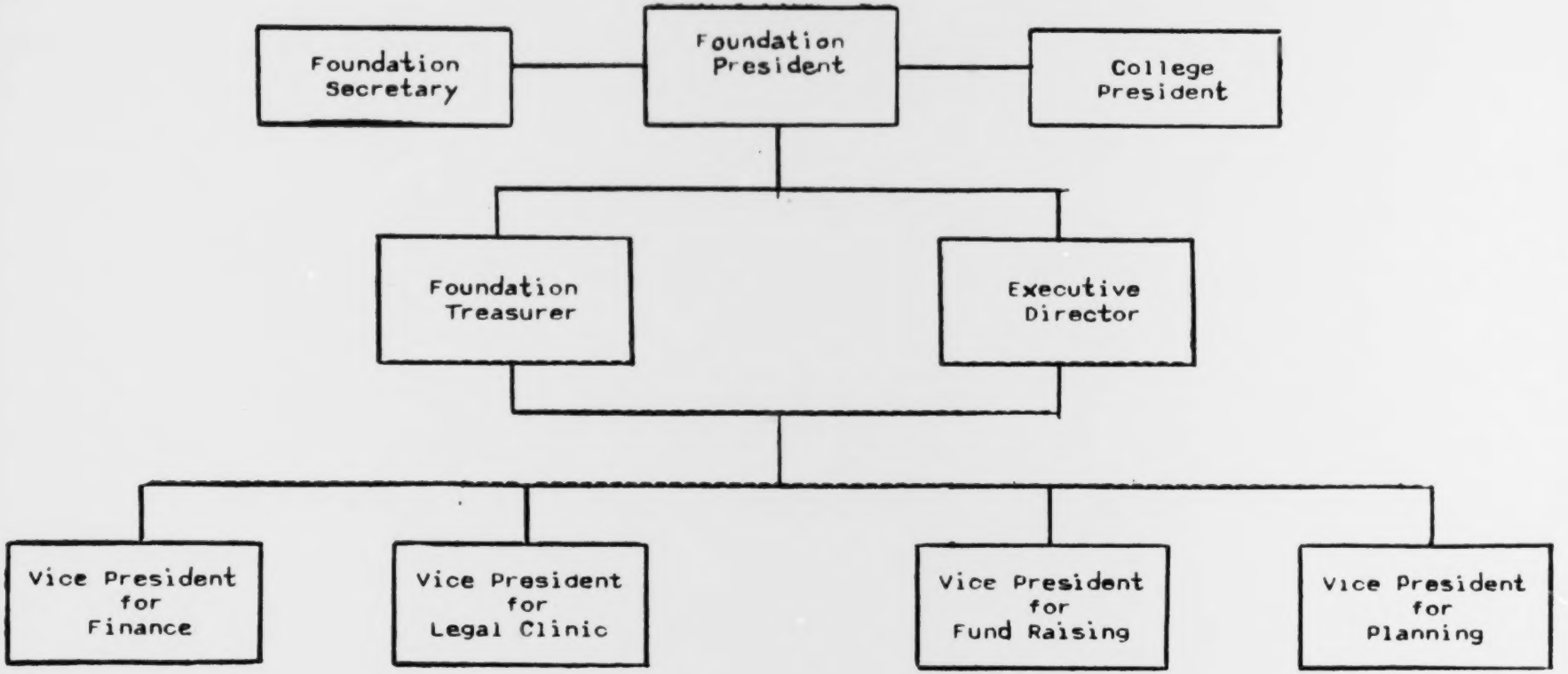
· Friend-raising
· Scholarships
· Alumni Recognition
· Special Alumni Events

· Friend-raising
· Scholarships
· Community Recognition

V.C.2.

BEST COPY AVAILABLE

Coastline Community College Foundation
Proposed Executive Committee Structure



V.C.3.

CHAFFEY COLLEGE FOUNDATION

Committee Reorganization
April 2, 1990

PROPOSAL:

It is proposed that we reorganize the foundation into five standing committees under which all current and future foundation activities can fall. As a new activity develops or is proposed, it will be referred to the appropriate committee for action and follow-up. The standing committees might form subcommittees or task forces as needed. The Development Committee would have four standing subcommittees. It is hoped that many of the subcommittee or task force functions be performed under board leadership but staffed by individuals who are either on the advisory council or not directly associated with the foundation.

It is further proposed that each board member be asked to take over the active leadership or co-leadership of one committee and serve as a member on at least one other committee. Committee leadership and membership would be appointed at the prerogative of the president with the consent of the person being appointed.

PROPOSED COMMITTEES:

1. **Executive Committee** (Five members plus executive director)

   Purpose:

   To handle the on-going business of the foundation, and to provide direction for the board of directors and advisory council.

   Scope of Work:

   Meets regularly 6 to 10 times per year, particularly in the months when the full board does not meet, sets the agenda for the full board meetings, oversees the work of the foundation committees, and acts on administrative and financial matters in the name of the board

   Member Profile:

   This committee shall consist of the four elected foundation officers, a member-at-large, and the executive director.

2. **Personnel/Nominating Committee** (Three or four board members)

   Purpose:

   Responsible for recruiting and nominating board and advisory council members; revises the bylaws when needed and handles staffing issues if required.

Scope:

Recruitment of board and advisory council members is an ongoing function. Board and officer nominations are an annual process unless vacancies occur mid-year. Bylaws and personnel actions will occur, as and if needed.

Member Profile:

Helpful if members had high community visibility and were well net-worked. Under-represented areas (i.e. Fontana and Chino) need to be included

3. **Finance Committee** (Two or three individuals)

Purpose:

To review and monitor the Foundation's finances and financial transactions.

Scope of work:

Reviews financial reports, develops financial policies and procedures, monitors the budget, develops and implements investment strategies (when applicable).

Member Profile:

Committee is chaired by the Foundation's treasurer. Other members should have a background and interest in finance, investing, financial planning, accounting or banking.

4. **Adjunct and Cooperative Programs** (Two-member committee plus task forces)

Purpose:

To communicate the activities of the Foundation's adjunct and community liaison activities to the foundation board and others. Current liaison and outreach activities include the West Valley Alliance for Progress, the Inland Business Network, Friends of the Wignall Museum/Gallery, and Planetarium operations. Proposed liaison functions include the development of both a Chino and Fontana friends organization and development of the Alumni Association.

Scope of Work:

Comprised of only two individuals whose purpose is to facilitate communication. The membership of the subcommittees or task forces would be comprised almost exclusively of advisory council members or community representatives. The chair of this committee might also function as chair of the advisory council.

Member Profile:

Members of the subcommittees or task forces associated with this committee should be individuals who have a specific interest in the activity or area being developed. Committee members should have a willingness to recruit other representatives from the community to serve on the committees and task forces necessary to get the job done.

5. **Development Committee** (Five to seven members)

Purpose:

To coordinate all fund-raising done by the foundation.

Scope of Work:

Coordinate the activities of sub-committees focused on the annual fund, business solicitations, special events, cultivate major donors, as well as individuals who may be interested in deferred and planned giving, and the Planetarium. Eventually, a capital campaign will also be developed. In many ways, this is the most important and most demanding committee of the foundation. (1989/90 goal: $120,000)

Member Profile:

All board members and advisory council members are expected to serve on a development subcommittee or task force. Each board member will be expected to develop lists of potential donors, to assist in personally contacting major donors, and to participate as members of a team on visits to solicit major donations from key individuals. The committee per se will consist of the chairs of the various sub-committees plus one or two members at large.

Development Sub-committees:

a. **Special Events Sub-Committee** (size varies with need)

Purpose:

Responsible for planning and coordinating the annual president's banquet. Also responsible for making recommendations on the handling of other events (i.e., golf tournament or other special functions) if/as they arise.

Scope of Work:

Plans and implements a major annual event, including the solicitation of sponsorships or donations to cover the event; recruits advisory council or community members to participate in the planning of special events and in the staffing of committees or task forces for other events if/when the need arises; handles the 1990 alumni reunion; athletic booster functions (awards ceremonies, banquets, etc.). Committee meets sporadically as needed; activities may involve extensive work during certain times of the year and little or no committee meetings or work at other times of the year. (1989/90 goal: $10,000)

Member Profile:

Members of this committee should have interest and/or experience in event coordination; should be interested in acting as a host or hostess at events; should have community contacts where networks of individuals or organizations are interested in participating in, or supporting, special events.

b. Major Gifts Sub-Committee (President's Roundtable)
(Five to seven members)

Purpose:

To develop and solicit President's Roundtable and major ($1,000 or greater) gifts to the foundation.

Scope of Work:

Donor identification and cultivation, supply leads for planned/deferred giving and, eventually, for a capital campaign, support board members in personal solicitations.

Member Profile:

Board members with high profiles who would have credibility with potential major donors.

c. Business Partners Sub-Committee (Five to seven members)

Purpose:

To develop and implement a fund-raising campaign aimed at business, including soliciting President's Roundtable members from businesses.

Scope of Work:

Develop written materials, working with full board support, develop lists of business leaders to be solicited and meet with key business leaders to ask for donations. (1989/90 goal: $50,000)

Member Profile:

Persons with extensive business contacts and/or credibility with the business community

d. Annual Fund Sub-Committee (Three to five members)

Purpose:

Develop and run a comprehensive annual fund mail campaign.

Scope of Work:

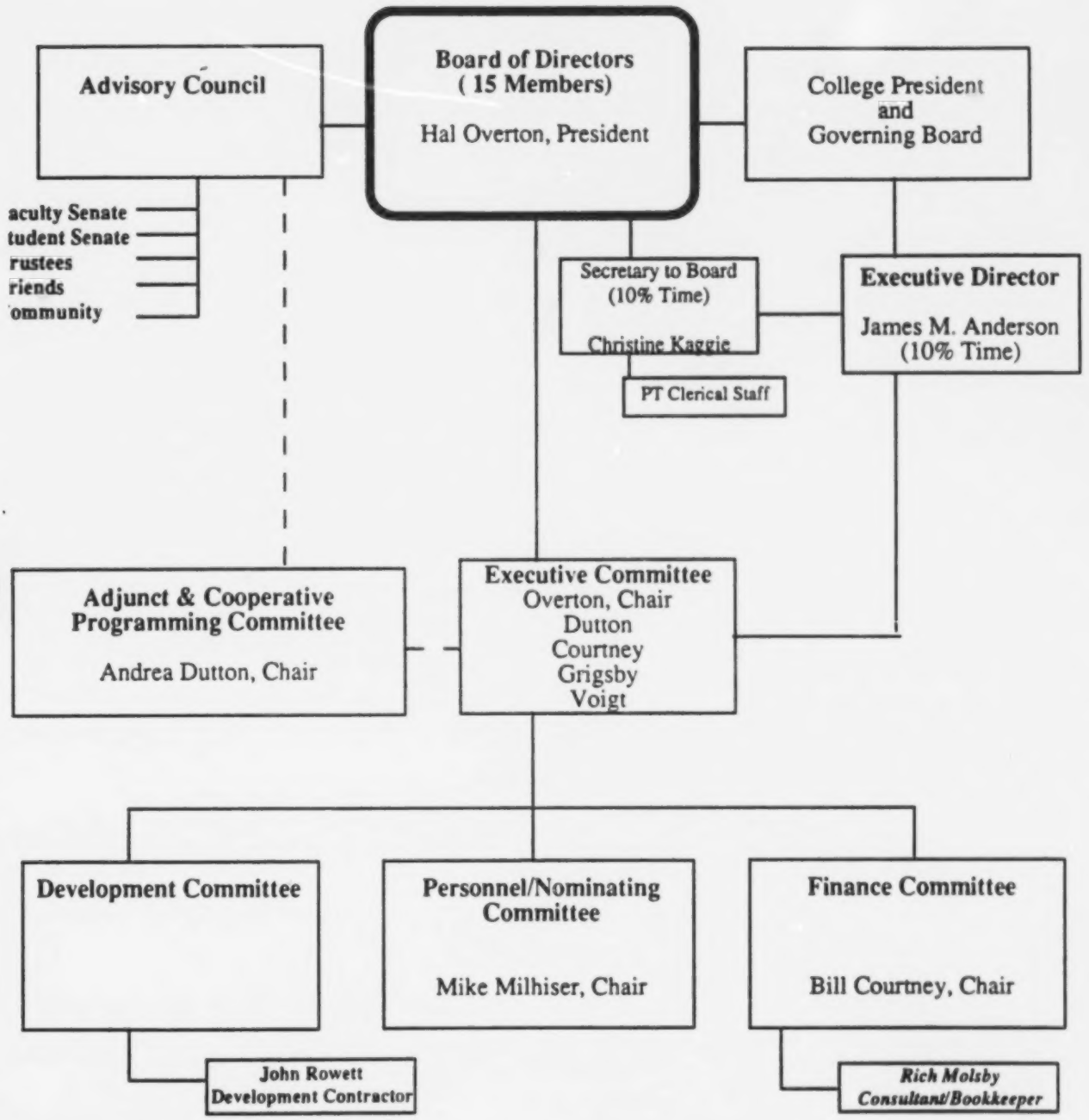
Design focus of medium range campaign (2-3 years), design and write materials for 2 or 3 mailings per year, periodically review results of mailings and donor patterns, identify patterns that may lead to major donors. (1989/90 goal: $35,000)

Member Profile:

Campaign experience and/or experience or interest in developing written materials and campaign strategies.

Chaffey College Foundation Organization

April 1990

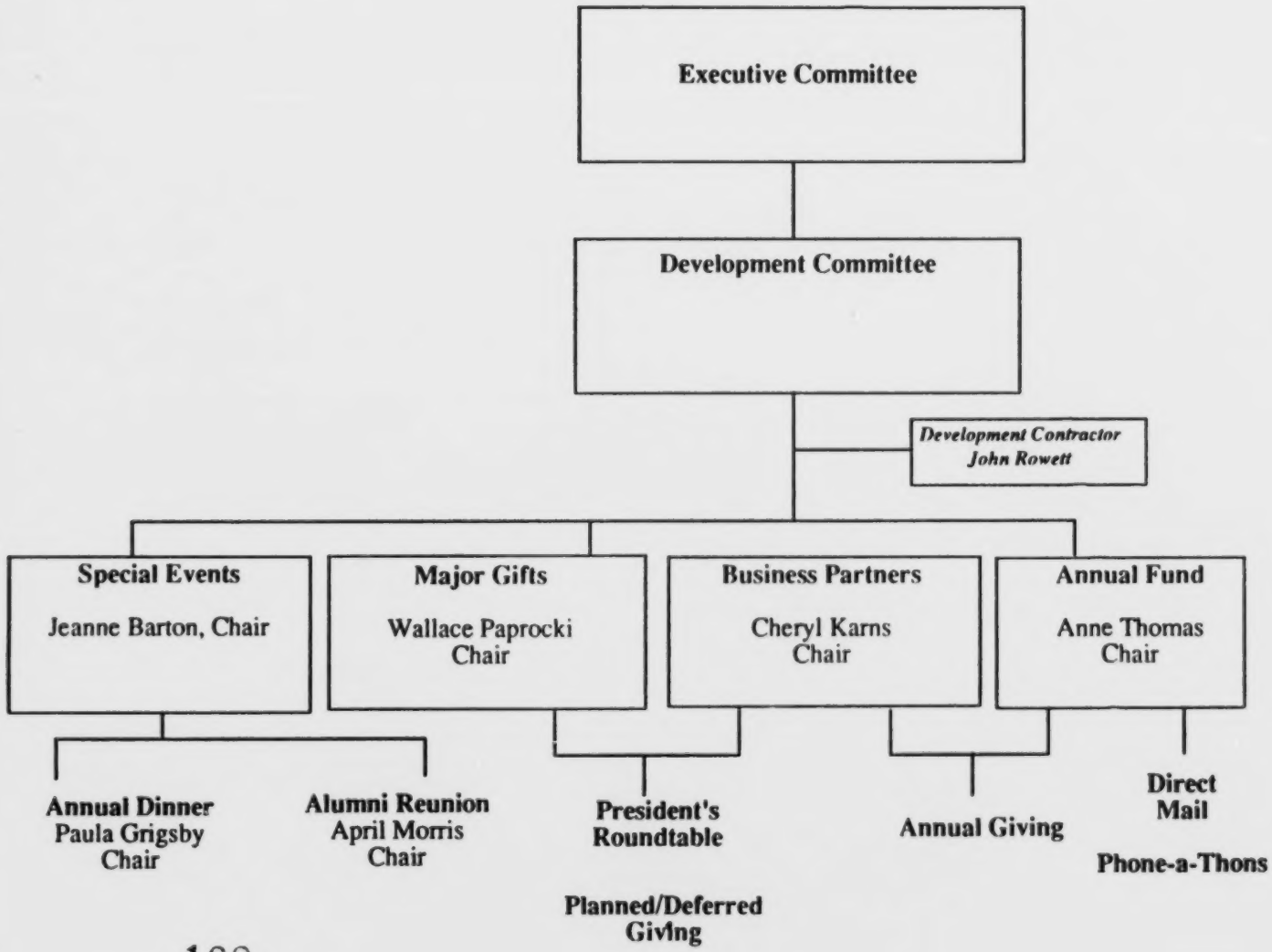


Four Standing Subcommittees:

Special Events
Major Gifts
Business Partners
Annual Fund

4/16/90

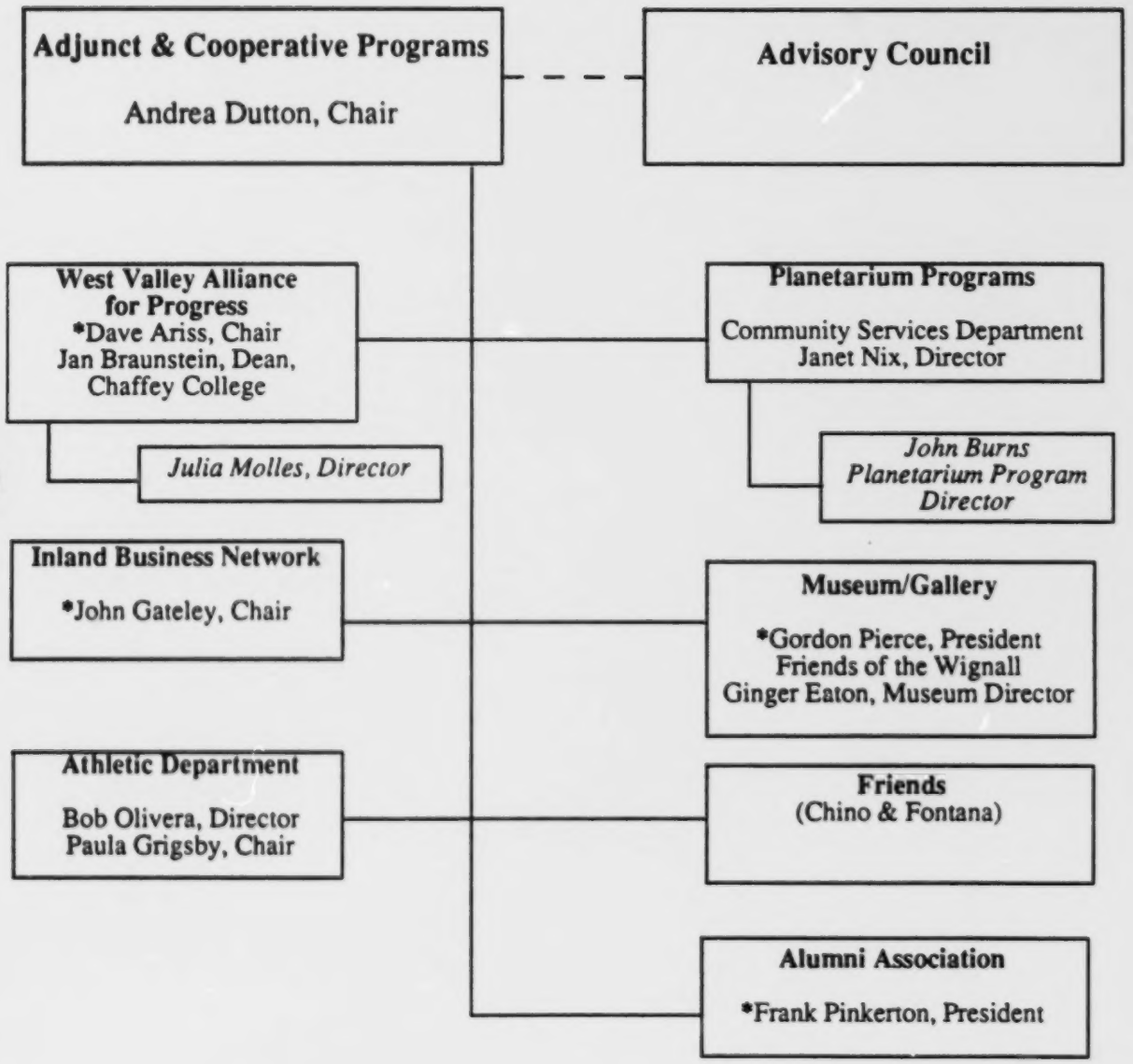
Development Committee and Subcommittees
April 1990



4/16/90

V.C.4.-6

Chaffey College Foundation
Adjunct and Cooperative Programs
April 1990



* = Advisory Council Member

4/13/90

GOLDEN WEST COLLEGE

JOB DESCRIPTIONS

TITLE: Chair of the Board

PURPOSE: Provide leadership to the board in carrying out the financial and administrative responsibilities to fulfill the mission of Golden West College

RESPONSIBILITIES:

1. Chairs board meetings
2. Oversees the planning and goal-setting process for the Foundation
3. Supervises the organizing of the annual campaign and works closely with board leadership to identify, evaluate and solicit funding prospects
4. Meets twice monthly with the executive director to keep informed on issues related to the Foundation
5. Appoints Investment Committee and monitors the fiscal policy development and financial management of the Foundation
6. Appoints committees as necessary and serves as ex-officio member
7. Serves as the official spokesperson to the public on all matters

TERM OF OFFICE: One Year Term

REPORTS TO: Board of Directors

STAFF ADVISOR: Executive Director, Foundation

QUALIFICATIONS:

1. Recognized community leader
2. Demonstrated ability to operate a business
3. Commitment to the mission of Golden West College Foundation
4. Willingness to contribute time and financial resources
5. Willingness to solicit funds and recruit leadership

GOLDEN WEST COLLEGE FOUNDATION

JOB DESCRIPTION

TITLE: Treasurer

PURPOSE: Oversee the financial operation of the Golden West College Foundation

RESPONSIBILITIES:

1. Chair the Investment and Finance Committee
2. Implements the responsibilities of the Investment and Finance Committee
3. Meets as necessary with the executive director to review and monitor Foundations's financial activity

MEETING ATTENDANCE: Six meetings annually

REPORTS TO: Board of Directors

STAFF ADVISOR: Executive Director, Foundation

QUALIFICATIONS:

1. Expertise in investments
2. Financial management ability
3. Willingness to learn Golden West College Foundation's accounting system
4. Willingness to commit time and financial resources

GOLDEN WEST COLLEGE FOUNDATION

JOB DESCRIPTION

TITLE: Priorities and Allocation Committee

PURPOSE: Proposes annual and long-term goals and objectives of the Foundation based on college needs as identified by the Golden West College President, reviews requests for Foundation grants and to create campus projects

RESPONSIBILITIES:

1. Meet annually with the Golden West College President to review college priorities and determine the activities/projects to be funded through the Foundation.

2. Evaluate (for Board review/approval) requests for grants to organize support groups and campus initiated projects requesting to have funds managed by the Foundation.

3. Make recommendations in preparing the goals and objectives for the annual plan.

4. Evaluates completed programs funded by the Foundation

MEETING ATTENDANCE: As necessary

REPORTS TO: Board of Directors

STAFF ADVISOR: Executive Director, Foundation

QUALIFICATIONS:

1. Understanding of the Golden West College Foundation mission and goals

2. Demonstrated ability to operate a business

3. Willingness to contribute time and financial resources

4. Ability to relate to innovative and creative concepts

GOLDEN WEST COLLEGE FOUNDATION

JOB DESCRIPTION

TITLE: Annual Campaign Committee

PURPOSE: To organize and implement the annual solicitation of gifts from individuals, businesses and community organizations.

RESPONSIBILITIES:

1. Works with the board on the identification, evaluation and solicitation of funding prospects

2. Works closely with the Priorities and Allocations Committee to understand college needs and the funding requirements

MEETING ATTENDANCE: As necessary

REPORTS TO: Board of Directors

STAFF ADVISOR: Executive Director, Foundation

QUALIFICATIONS:

1. A commitment to the Golden West College Foundation and its goals and the ability to provide direction and input for the planning and implementation of a fundraising program

2. Commitment to the mission of Golden West College Foundation

3. A community leader

4. Willing to commit time and financial resources

GOLDEN WEST COLLEGE FOUNDATION

JOB DESCRIPTION

TITLE: Planned Giving Committee

PURPOSE: To promote and solicit planned gifts (bequests)

RESPONSIBILITIES:

1. Develop a strategy to identify and cultivate potential donors
2. Respond to inquiries from planned giving prospects
3. Establish and maintain contact with appropriate lawyers, C.P.A.'s, trust officers, and other estate planning professionals
4. Arrange to have the Golden West College Foundation board informed of planned giving opportunities and ask their assistance for promoting it
5. Recommend process for promoting planned giving

MEETING ATTENDANCE: 3 meetings annually

REPORTS TO: Board of Directors

STAFF ADVISOR: Executive Director, Foundation

QUALIFICATIONS:

1. Knowledge of estate planning
2. Commitment to the mission of Golden West College Foundation
3. A community leader
4. Willing to commit time and financial resources

GOLDEN WEST COLLEGE FOUNDATION

JOB DESCRIPTION

TITLE: Public Affairs Committee

PURPOSE: To promote the Golden West College Foundation and its activities to the community and on the campus through appropriate linkages

RESPONSIBILITIES:

1. Provide input into the annual plan to increase the visibility and image of Golden West College Foundation

2. Advise the staff and board on securing maximum publicity for Golden West College Foundation programs and activities

3. Provide technical assistance in the development of printed and electronic material for Golden West College Foundation

4. Assist in planning and implementation of the annual dinner meeting

MEETING ATTENDANCE: As necessary

REPORTS TO: Board of Directors

STAFF ADVISOR: Executive Director, Foundation

QUALIFICATIONS:

1. Knowledge of the Foundation's mission, philosophy, and policies on advertising

2. Knowledge of marketing and public relations principles

3. Commitment to the mission of Golden West College Foundation

4. Willingness to contribute time and financial resources

GOLDEN WEST COLLEGE FOUNDATION

JOB DESCRIPTION

TITLE: Vice Chair of the Board

PURPOSE: Assists the Chair by managing Foundation responsibilities in the areas of priorities, planning, and allocations

RESPONSIBILITIES:

1. Chairs board meetings in the absence of Chair of the Board
2. Oversees the annual planning and goal-setting process for the Foundation, matching college needs with Foundation plans
3. Meets twice monthly with the Executive Director to be informed on issues related to the Foundation
4. Appoints the Priorities and Allocation Committee and chair, serving as ex-officio member
5. Initiates evaluation process for programs funded by the Foundation
6. Assists with planning and implementing new board member orientation
7. Plans the annual meeting

TERM OF OFFICE: One Year

REPORTS TO: Board of Directors

STAFF ADVISOR: Executive Director, Foundation

QUALIFICATIONS:

1. Recognized community leader
2. Demonstrated management ability
3. Commitment to the mission of GWC Foundation
4. Willingness to contribute time and financial resources
5. Willingness to solicit funds and recruit leadership

GOLDEN WEST COLLEGE FOUNDATION

JOB DESCRIPTION

TITLE: Board Development Committee

PURPOSE: To advise the board on matters pertaining to board development; oversees the development of the board through recruitment, new member orientation, and monitoring of board member performance

RESPONSIBILITIES:

1. Establish a new board member recruitment goal
2. Identify, evaluate, and prioritize candidates for the board according to the established criteria for new board members
3. Plan a recruitment strategy and assist in the recruitment visitation as appropriate
4. Nominate candidates and officers for formal election to the board
5. Host new board member orientation session(s)
6. Periodically reviews board member performance to determine continued affiliation
7. Monitors board structure for effectively achieving the Foundation's mission

MEETING ATTENDANCE: Four to six meetings annually

REPORTS TO: Board of Directors

STAFF ADVISOR: Executive Director, Foundation

QUALIFICATIONS:

1. Recognized community leader
2. Knowledge of the individuals in the community who possess the leadership criteria for board membership
3. A commitment to the mission of Golden West College Foundation and willingness to promote the college and foundation to the community
4. Willingness to contribute time and financial resources
5. Willingness to solicit funds and recruit leadership to Golden West College Foundation

GOLDEN WEST COLLEGE FOUNDATION

JOB DESCRIPTION

TITLE: Investment and Finance Committee

PURPOSE: Oversees the Foundation's assets and financial activity, following board established policies

RESPONSIBILITIES:

1. Prepares and implements the board approved investment policy with day to day monitoring of investments by a designated authority

2. Insures that funds are managed and expended in keeping with donor's intent

3. Meets quarterly with the executive director to review financial reports and to monitor the internal accounting system

4. Keeps the board informed on the Foundation's financial activities

5. Reviews the annual audit and management letter, implementing recommendations

6. Annually reviews all Foundation contracts and makes recommendations to the board

MEETING ATTENDANCE: Six meetings annually

REPORTS TO: Board Chair

STAFF ADVISOR: Executive Director, Foundation

QUALIFICATIONS:

1. Expertise in investments

2. Financial management ability

3. Willingness to learn and understand a foundation's financial operation

4. Willingness to commit time and financial resources

Charity as an Employer

Many charities hire employees to staff their offices, provide program services, conduct fund raising, account books, file tax forms, and provide other necessary services for the operation of the charity. The fact that a charity has "tax-exempt status" and is a nonprofit corporation does not excuse it from the same legal obligations to its employees which apply to any business corporation. This chapter describes several important legal obligations of employers.

1. Applications for **Employer Identification Number** (IRS Form SS-4)

   Even if a charity does not intend to hire employees, it must still apply for an Employee Identification Number ("EIN") by filing an SS-4 with its federal tax exemption application. The EIN is the corporate equivalent of a Social Security Number and is used by the Internal Revenue Service to identify the corporation's information returns in IRS records.

2. **Federal and State Corporate Employment Taxes**

   A corporation's own tax-exempt status allows exemption from tax on the corporation's income. As an employer, the corporation remains obligated to report any employee's income and to make proper withholding payments to the federal and state governments. Withholding requirements are strictly enforced. Failure to comply could result in tax problems for the organization, its directors, and employees. The following is a list of information forms and withholding returns that employers must file with the state and the federal government:

   - Employee's Withholding Certificate (W-4)
   - Corporation Federal Quarterly Withholding Returns (Form 941-E), bank deposits of withheld income taxes, and social security taxes
   - Annual Federal Wage and Tax Statement (W-2)
   - California Employer Registration Form
   - California Income Tax Withholding Form (SE-44)
   - California Unemployment and Disability Insurance (quarterly)
   - Annual Federal Unemployment Tax Return

   Federal withholding obligations are explained in Internal Revenue Service Publication 15 (Circular E—Employer's Tax Guide) which may be obtained from your local IRS office.

3. **Employee Relations**

   Legally, a charitable organization is treated like any other employer; it has an implied "contract" with each of its employees, whether or not the employee has signed a written contract governing the terms of employment. To avoid misunderstandings between the

charity and its employees, directors, or officers should provide each employee with a written statement of the charity's employment policies, including any employee benefit plans such as vacation policies, health plan, retirement, or life insurance plans.

4. **State and federal laws regarding working conditions, minimum wages, overtime pay, and discriminatory hiring/firing practices**

Generally, public benefit corporations and other charitable organizations are subject to laws governing terms and conditions of employment and prohibitions on discrimination to the same extent that private, business corporation employers are. Religious corporations may be exempt from some of these laws and restrictions.

5. **Independent Contractors**

Ultimately, the IRS will decide whether the people who work for a charitable organization are employees for whom tax withholding and reporting by the employer applies, or whether they are "independent contractors" for whom these employer obligations do not apply. An employer who incorrectly classified employees as "independent contractors" may be held personally liable for penalties and damages if the IRS disagrees with the classification. If your organization plans to work with "independent contract," you may wish to consult an attorney or other expert about IRS guidelines for such classification.

Preventing Internal Fraud and Theft of Charitable Assets

Fraudulent diversion of charitable assets by employees, officers, and directors with control over those assets can occur at either the receipts or the disbursement phase. Charities receive many donations in the form of cash and checks. The person who receives and records the cash and checks could, without proper controls, deposit those funds into unauthorized bank accounts and divert the funds to personal use, without the knowledge of other employees or directors. For this reason, it is very important to separate the function of recording cash receipt from responsibility for access and control over the receipts. Assigning different people to separate tasks of recording receipts and making bank deposits minimizes the risk of fraud.

At the disbursements level it is important to require two signatures on all checks drawn on the charity's account. This reduces the risk of such fraudulent practices as writing checks to cover unverified expenses to or pay fictitious creditors or phantom grantees.

Directors should continually monitor the budget and anticipated revenue sources and amounts during the year and compare those figures to the actual revenue reported during the year. Any sizable differences between expected and actual revenue should be carefully investigated by directors

or designated officers to obtain a full explanation. The directors should review quarterly the charity's bank account statement, check reconciliations, and the books of account for any obvious irregularities.

Annual independent audits are the best protection against internal fraud and fiscal mismanagement. Independent audits can be expensive, however, and may be beyond the budget capabilities of small charities. A good alternative is to retain an independent accountant to conduct a review of the charity's financial statements and issue a review report to the directors. A review is usually much less expensive than an audit, and it can alert directors to serious deficiencies in the internal control system as well as possible fraud.

Source: Attorney General's Guide for Charities
California Attorney General's Office, October 1988

APPENDIX VI.B HAS BEEN EXCISED
DUE TO COPYRIGHT RESTRICTIONS

Please see: Cook, Diana L. Selection of Resource Development Officers: Thoughts for Two-Year Colleges. Resource Paper #42. National Council for Resource Development, 1989. (NCRD, One Dupont Circle, N.W., Suite 410, Washington, DC 20036)

The Executive Director

In the California community college foundations, the executive directors all have about the same "foundation" duties and responsibilities. However, many also have other college duties and the foundation may be designated 20%, 25%, 50% of their total job description for the college. The reduced time for foundation work does not make these personnel less qualified. It usually means they are less successful than their peers whose position is 100% foundation work. Some independent contractors who work less than 50% for one foundation have been quite successful in raising funds. Many of these professionals like the freedom of not being college employees.

Despite the differences in time commitment, the duties of the executive director remain the same. It is generally recommended that the executive director report directly to the president at least for their foundation responsibilities. If this relationship does not exist, the volunteer board of directors will have little confidence in what the executive director recommends. The same is true for the foundation's donors. If possible the executive director should be a member of the highest planning and policy making group within the college. This is necessary so the executive director can accurately guide the volunteer efforts to best meet the needs of the college and accurately report on the direction office to the volunteers and donors.

Common Duties of the Executive Director

1. The executive director is the CEO of the foundation, and as such they must:

    A. Provide staff assistance to the fundraising efforts of the foundation's board of directors.
    B. Keep the official minute book of the corporation.
    C. Keep records of all donations.
    D. Acknowledge all donations.
    E. Prepare and distribute agendas, minutes, committee reports and amended by-laws.
    F. Keep the official copy of the current set of foundation by-laws.
    G. Seek and research prospective donors and board members.
    H. Make sure all state and federal reports are filed on time.
    I. Communicate college staff request to the board of directors.

J. Communicate foundation board actions and activities to the college staff.
K. Make sure the foundation's policies and procedures are being followed.
L. In many cases, sign purchase orders, checks, and maintain at least an informal accounting ledger of income and expenses in the unrestricted accounts.

There are many other duties of the executive director which are unique to one college foundation as you can see from the following job descriptions.

wp\execdir
9/20/89

JOB DESCRIPTION
VENTURA COLLEGE FOUNDATION, EXECUTIVE DIRECTOR

Duties and Responsibilities

The Executive Director is the administrative officer of the Foundation and is responsible for the overall development, planning and execution of the Foundation's policies, procedures, and activities as set by the Foundation Board of Directors.

1. Develop a comprehensive capital fundraising program with a minimum yearly cash amount of three times the administrative costs of the director's office and an endowment program for the Foundation with a minimum yearly goal of $500,000.

2. Develop for review and adoption by the Foundation Board of Directors a short term (one year) and long term (five years) action plan. This plan will include projects and activities established by both the Board and the Director.

3. Prepare an annual budget for adoption by the Board of Directors.

4. Establish and maintain a financial accounting system for Foundation fiscal activities.

5. Conduct quarterly reviews of Foundation activities with the Board of Directors. The reviews will be presented to the Board orally and in written report form.

6. Develop and maintain a system for the identification of donors and potential donors for the designated support programs of the Foundation.

7. Direct the daily activities of the Foundation, including correspondence, telephone communications, and purchasing.

8. Supervise Foundation staff and make recommendations on hiring, terminating, and salary adjustments.

9. Plan and attend all meetings of the Foundation Board of Directors, preparing appropriate agendas, support materials, and minutes.

10. Plan and attend all Foundation social and support activities.

11. Develop, in concert with the college Public Information Officer, a public relations program for the Foundation commensurate with the philosophy of the college and the Foundation board. Prepare and distribute all Foundation publications and notices.

12. Act as spokesman for the Foundation at various community and civic functions as may be necessary.

13. Maintain accurate records of all gifts and donations of materials to the Foundation.

14. Perform such other duties as the college president or Board of Directors assign.

GOLDEN WEST COLLEGE FOUNDATION

JOB DESCRIPTION

TITLE: Director

PURPOSE: To uphold the public trust in the Golden West College Foundation by overseeing the financial and administrative integrity of the organization within the limits of California law, the Golden West College Foundation by-laws, Coast Community College District agreement, and the articles of incorporation.

RESPONSIBILITIES:

The board is vested with the legal responsibility for carrying out the mission of the Golden West College Foundation.

Specific Tasks:

1. Regularly attend board meetings
2. Nominate and elect members and officers of the board
3. Make decisions on issues, priorities, goals and objectives based on facts and relevant data
4. Manage and maintain properties and investments the Foundation possesses
5. Formulate and implement annual operating objectives and long-range strategies.
6. Make a generous and proportionate contribution to the Foundation as well as solicit funds from others in the annual campaign
7. Promote and interpret the mission/goals and objectives of Golden West College to increase public awareness and generate support through the Foundation
8. Monitor and evaluate the effectiveness of the Foundation's progress toward achieving stated goals

TERM OF OFFICE: One, Two, or Three Year Term, as Elected

MEETING ATTENDANCE:
Average of 6 board meetings a year
Average of 4-6 committee meetings a year
Ad hoc (committee meetings as needed)

REPORTS TO: Board chair

STAFF ADVISOR: Executive Director, Foundation

NORTH ORANGE COUNTY COMMUNITY COLLEGE DISTRICT

1000 North Lemon • Fullerton, California 92634 • Telephone (714) 871-4030

CERTIFICATED EMPLOYMENT OPPORTUNITY

RECEIVED
J 7 AH
EXECUTIVE DIRECTOR
CYPRESS COLLEGE FOUNDATION

POSITION

Cypress College seeks an Executive Director to administer and coordinate ongoing, diverse fund-raising activities and special events of an existing foundation, which was incorporated in 1972. Under the direction of the college president, the executive director will supervise the Foundation's annual giving campaign, which includes direct mail, gift clubs, corporate and foundation solicitation, memorial gifts, and a series of major special events. This person will also be responsible for major gift solicitations for special projects on campus, as well as supervise the alumni program and the solicitation and allocation of scholarship gifts and scholarship endowments. The executive director will enlist and oversee a large group of volunteers, plan and host visits and tours of campus, act as liaison and key staff support to members of the Foundation Board and key community committees, speak to community groups, and develop annual long-range plans for the Foundation, including schedules and budgets.

DESIRABLE QUALIFICATIONS

Experience in a variety of fund-raising and public relations activities, ability to relate well to different constituencies, developed verbal and writing skills, possesses accredited bachelor's degree or higher. Some experience with major gift and/or capital campaign fund raising also desirable.

SALARY

Salary will be provided by the Foundation will be competitive and commensurate with experience and qualifications.

APPLICATION PROCEDURE

APPLICANTS SELECTED FOR POSITIONS WILL BE REQUIRED TO PROVIDE IDENTIFICATION AND EMPLOYMENT ELIGIBILITY AS OUTLINED IN THE "IMMIGRATION REFORM AND CONTROL ACT."

Send letter of application, resume, and three references to:

Ms. Betty Freeman
Cypress College
9200 Valley View
Cypress, CA 90630

THOSE APPLICANTS SELECTED FOR FINAL CONSIDERATION WILL BE CONTACTED FOR AN INTERVIEW. MEMBERS OF ETHNIC MINORITY GROUPS, WOMEN, AND HANDICAPPED PERSONS ARE ENCOURAGED TO APPLY.

DEADLINE DATE FOR APPLICATION

June 3, 1988

STARTING DATE

Approximately July 15, 1988

The North Orange County Community College District is in compliance with Title VII of the Civil Rights Act of 1964, Title IX of the Education Amendments of 1972, and the Rehabilitation Act of 1973. The District does not discriminate in matters of employment or admission to educational programs and activities because of race, color, national origin, marital status, sex, religion, age, handicap.

NCRD ETHICS STATEMENT

A distinguishing mark of a professional is the acceptance of responsibility and performance in accord with a code of conduct that reflects personal and professional honesty, integrity and competence.

Ethical conduct, in the true sense, requires more than strict adherence to explicit requirements or prohibitions. It calls for commitment to the spirit of the code above personal advantage whereby resource development professionals accept and agree to abide by the following standards:

1. Resource Development Professionals shall encourage sound business management practices, accounting procedures, fiduciary responsibility, and integrity in accepting grants and gifts;

2. Resource Development Professionals shall be employed by salary, retainer or fee for services and not by commission based on the value of gifts or grants secured;

3. Resource Development Professionals shall leave intact and maintain the confidentiality of all records, proposals, donor and prospect lists acquired in the professional service with the employer represented unless prior written consent is given for reproduction or removal of such materials;

4. Resource Development Professionals shall maintain a professional public demeanor;

5. Resource Development Professionals shall share freely non-confidential information with other professionals and shall promote the professional growth and opportunities of themselves and others through active membership in appropriate professional organizations.

Approved and adopted by the Board of Directors, December 1983.

NSFRE: CODE OF ETHICS AND PROFESSIONAL PRACTICES

Preamble

Professional fund-raising executives are motivated
by positive forces,
by an inner drive to improve the society in which they live through the causes they serve.
They seek to inspire others
through their own sense of dedication and high purpose.
They are committed to the improvement
of their own professional knowledge and skills
in order that their performance will better serve others.
They recognize their trusteeship--
to assure their employers that needed resources are rigorously sought,
and donors that their purposes in giving are honestly fulfilled.
Such professionals
write their own code of ethics every day.

Professional Fund-Raising Executives accept and abide by the following Code of Ethics and Professional Practices:

Members shall be responsible for conducting activities in accord with accepted professional standards of accuracy, truth, integrity and good faith.

Members shall encourage institutions they serve: to conduct their affairs in accordance with accepted principles of sound business management, fiduciary responsibility, and accounting procedures; to use donations only for the donors' intended purposes; and to comply with all applicable local, state, provincial and federal laws.

Members shall manage all accounts entrusted to them solely for the benefit of the organizations or institutions being served.

Members shall recommend to the institutions they serve only those fund-raising goals which they believe can be achieved based on their professional experience, and an investigation and rational analysis of facts.

Members shall work for a salary, retainer or fee, not a commission. If employed by a fund-raising organization, that organization shall operate in its client/consultant relationship on the basis of a predetermined fee and not a percentage of the funds raised.

Members shall make full disclosure to employers, clients or, if requested, potential donors, all relationships which might pose, or appear to pose, possible conflicts of interest. As fund-raising executives, they will neither seek nor accept "finder's fees."

Members shall hold confidential and leave intact all lists, records and documents acquired in the service of current or former employers and clients.

A member's public demeanor shall be such as to bring credit to the fund-raising profession.

I certify that I subscribe to the Code of Ethics and Professional Practices of the Society and I accept the obligation to abide by that Code. Also, I understand that if there is a local Chapter, I must belong to the Chapter in addition to belonging to the National Society of Fund Raising Executives. Additionally, I understand that receipt and deposit of my dues monies by NSFRE or any of its chapters does not imply or convey membership in NSFRE.

_____/_____
Signature & Date

CHAPTER: _____

Signature of (2) Voting Members of NSFRE & Date:
(1) _____/_____
(2) _____/_____

(If you do not know (2) members of NSFRE to sponsor you, file your application and we shall assist you in obtaining two sponsors.)

_____ Check enclosed for $ _____

_____ Charge $ _____ to my: _____Visa _____ MasterCard

Account #: _____ Exp. Date _____

You will receive services upon payment. Please allow 4-6 weeks for initial receipt of publications.

$15 of your annual dues is for the NSFRE *News*, $20 of your annual dues is for the *Journal* magazine.

Local Chapter approval & signature: _____

Date sent to National Services Office: _____

Date received at National Ser. Office: _____Amount Rec'd _____

Policies and Procedures

One of the truisms of community college foundation work is the high turnover rate of volunteers and paid staff. Thus, it is critical that the foundation's policies and operating procedures must be documented in writing.

From the executive director's point of view, it is critical that the policies for handling all donations from their receipt in the mail, to their deposit in the bank, to their distribution to be fully documented. Quite obviously, the process of handling money is the executive director's greatest liability. More executive director's have ben dismissed for poorly handling funds once they are received than for not raising sufficient funds.

For the executive director's protection, it is critical that the foundation's fiscal committees approve of each financial transaction procedure and that those procedures do not generate an audit exception.

Once committed to writing these procedures, they must be followed by everyone connected with the foundation—volunteer or employee. They provide the executive director an excellent training guide for new staff and volunteers.

Non-fiscal procedures should also be documented. Such as, should the executive director send anything to the board of directors as a whole without the prior approval of the volunteer foundation president and/or the college president. This procedure may vary from college to college and by the different operating styles of the volunteer foundation presidents and college presidents. The wise executive director will seek written clarification on this issue as each new lender assumes their roles.

A similar procedure needs to be established to determine how much information is released about a donor's contribution and how those contributions in varying amounts should be recognized.

Components of an Accounting System

A charity's accounting system should reflect accurate, understandable data that is useful in making management decisions and preparing reports. Books should adhere generally to the standards of Accounting and Financial Reporting for Nonprofit Health and Welfare Voluntary Organizations and to generally accepted accounting principles. The actual books of accounts to be maintained depend on the type of organization.

For example, a grant-making organization would have different accounting needs than a health clinic or museum. Generally, an organization's books or accounts will include:

1. **General Ledger**

   A general ledger consists of a number of accounts representing stored information about a particular kind of asset, liability, fund balance, revenue, or expense. Information is taken from the general ledger to prepare financial statements such as the Balance Sheet or the Income and Expense Statement. The amounts reported in the General Ledger accounts are often totals for a given time period for a class of accounts detailed in subsidiary ledgers.

2. **Subsidiary Ledgers**

   Subsidiary ledgers provide greater detail for a particular account. For example, an accounts receivable subsidiary ledger lists information on each customer's purchases, payments, and balance. The general ledger contains one figure representing the total for a period from all subsidiary ledgers for that account.

3. **Journals**

   Information from business papers is recorded in chronological order in journals. Various types of journals include:

   - **Sales Journals**— Sales are recorded as they are made: usually all information is taken from the invoice.
   - **Disbursement Journal**—cash/checks going out to pay for expenses, acquiring assets, making grants, are recorded.
   - **General Journal**—non-repetitive types of transactions and corrections or adjustments are recorded.

In addition to an accurate system for recording fiscal data, a charity needs a filing system that allows easy access to various business documents and helps the accountant when preparing periodic financial statements, tax returns, and management reports. A good fiscal management system allows you to trace any transaction from the financial reports to the general ledger, subsidiary ledgers, journals, and business records.

Reporting Requirements to Government Agencies

In addition to keeping financial records, the accountant may be responsible for preparing and filing reports for the charity with various government agencies. Even if your accountant does not prepare these reports for you, you should ask that a report-filing calendar be established for the charity to assist directors in complying with all the required filings. Listed below are some of the annual reporting and filing requirements that apply to most charities:

1. Periodic Report to the Attorney General's Registry of Charitable Trusts (Form CT-2).

2. Federal information returns of tax-exempt organizations to the IRS (Forms 990, 990-PF).

3. California return of tax-exempt organizations to Franchise Tax Board (Form 199, Form 109).

4. Quarterly federal employment tax deposits (FICA) to the IRS.

5. Quarterly employment deposits to the California Employment Development Department.

6. Forms W-2 (provided to employees each year and copies filed by the employer with the federal and state governments).

7. Forms 1099 (provided to non-employee service providers and copies filed with the federal and state governments).

8. Local and state property and sales tax statements and returns.

In addition, an IRC 501 (c)(3) organization must keep copies of its three most recent federal tax returns, its exempt status application, and determination letter available for inspection by the public at its main office and any other office with three or more employees.

AFFIRMATIVE ACTION POLICY

RIDER TO CONTRACT

A. During the performance of this contract, Subcontractor and its sub-subcontractors shall not deny the contract's benefits to any person on the basis of religion, color, ethnic group identification, sex, age, physical or mental disability, nor shall they discriminate unlawfully against any employee or applicant for employment because of race, religion, color, national origin, ancestry, physical handicap, mental disability, medical condition, marital status, age or sex. Subcontractor shall insure that the evaluation and treatment of employees and applicants for employment are free of such discrimination.

B. Subcontractor shall comply with the provisions of the Fair Employment and Housing ACt (Government Code, Section 12900 et seq.), the regulations promulgated thereunder (California Administrative Code, Title 2, Section 7285.0 et seq.), the provisions of Article 9.5, Chapter 1, Part 1, Division 3, Title 2 of the Government Code (Government Code, Sections 11135-11139.5) and the regulations or standards adopted by the awarding State agency to implement such article.

C. Subcontractor and its sub-subcontractors shall give written notice of their obligations under this Rider to labor organizations with which they have a collective bargaining or other agreement.

D. Subcontractor shall include the nondiscrimination and compliance provisions of this Rider in all sub-subcontracts to perform work under this contract.

Adopted by The Community College Foundation Board of Directors on January 26, 1988

THE COMMUNITY COLLEGE FOUNDATION

INVESTMENT POLICY

Environment

The Foundation is presently in its second year of substantial activity. This is the first year that sizable funds are available to be invested. The Foundation anticipates continued growth of available funds over the next three to five years. The Foundation wishes to receive a reasonable rate of return on its investments, but at a low-risk factor.

Recommended Investment Instruments

In 1991-92, the present Department of Rehabilitation Establishment Grant funding will end. Therefore, it is recommended that the Foundation not tie up a sizable amount of its capital into long-term investments.

Long-term investments should be delayed until there is more available cash (over $500,00) or until further new revenue producing activities become more certain.

It is recommended that the Foundation continue to invest in short-term, low-risk instruments: Certificates of Deposits and interest bearing checking accounts.

Present cash needs: $110,000

Available for investment: $120,000

Present Investments

Type	Amount	Term	Per-Cent	Location
CD	$10,000	1 yr.	6.40	SAC 1st National Bank
CD	$15,000	1 yr.	7.25	SAC 1st National Bank
CD	$50,878	32 day	6.50	SAC 1st National Bank

Trigger for review: $500,000 available for investment.

Action at time of trigger: Consultation with investment counselors.

Scheduled investment policy review date: May 1989.

Adopted by The Community College Foundation Board of Directors on October 26, 19

The Community College Foundation

717 K Street • Suite 400 • Sacramento, CA 95814 • (916) 446-5881

THE COMMUNITY COLLEGE FOUNDATION
CONTRACT EMPLOYEES
SALARY POLICY

BACKGROUND:

Present state agency contracts, which include personnel costs, require the Foundation to base contract personnel's salaries on state positions. In some instances, Foundation contract employees are temporarily stationed in agencies working along side other state funded personnel, necessitating not only similar salary rates, but benefit levels and work schedules.

RECOMMENDED POLICY:

The Community College Foundation base contract employees' salary schedules and benefits at levels similar to those offered by state agencies. Compensation is not to exceed budgeted levels.

Board Approval January 16, 1990

RANCHO SANTIAGO COLLEGE FOUNDATION
Rancho Santiago Community College District
17th at Bristol Streets
Santa Ana, CA 92706
(714) 667-3198

RANCHO SANTIAGO COLLEGE ADMINISTRATIVE SERVICE FEE POLICY

The Board of Directors of the Rancho Santiago College Foundation agrees to adopt an administrative management fee for the service it provides in administering, monitoring and disbursing of project/program funds, special project/grant funds, and scholarship funds. In order to defray the in-direct costs of program management, account administration, full bookkeeping and audit research and support, and investment management, the Foundation Board of Directors approves the following fee structure:

A. A service charge of 10% of income earned will be deducted from interest which accrues to the Foundation's scholarship accounts drawn on a quarterly basis as the interest is credited to the accounts. This procedure will commence with the quarter ending on December 31, 1987 and proceed quarterly thereafter.

   The 10% service charge will be credited to the Foundation's unrestricted general operating account.

B. A 10% service charge will be levied on all other unrestricted cash contributions to the Foundation and be placed in the unrestricted general operating account.

C. The percentage fee for special projects or grants will be assessed by the Foundation's Board of Directors at the time it approves affiliation with the project. This fee will be based on a sliding scale of no less than 3% or more than 10% of the total funds administered by the RSC Foundation.

   This policy will be effective as of January 1, 1988.

12/3/87

manage2.fee
disk:bd

RANCHO SANTIAGO COLLEGE FOUNDATION
Rancho Santiago Community College District
17th at Bristol Streets
Santa Ana, CA 92706
(714) 667-3198

GUIDELINES FOR ADMINISTERING DISTRICT GRANTS THROUGH THE RSC FOUNDATION

The following guidelines have been developed to facilitate the fiscal administration of district grants and special project accounts through the Rancho Santiago College Foundation.

1. The RSCF will only accept grants which have been processed through the district's Grants Office and accepted by both the RSCCD Board of Trustees and the RSCF Board of Directors.

2. A preliminary notification will be sent to the RSCF by the Grants Office indicating a "Permission to Apply" request has been made to the district's Board of Trustees.

3. The RSCF will take this list of anticipated grants to its Board of Directors for discussion and tentative approval.

4. The RSCF will again be notified when the grant request has been approved, and a formal request is made for the district's Board of Trustees to accept the funds.

5. The administrative fee charged by the RSCF on all grants, will be determined and agreed to in advance of board approval.

6. Simultaneous with acceptance of funds, an agreement between the RSCCD and the RSCF will be drawn up by the Grants Office showing the RSCF as the fiscal agent of the grant. The agreement will specify the duration of the grant, the service to be provided, and the administrative fee which the RSCF will assess for its service.

7. All special project accounts will be confirmed in writing noting the agreed upon administrative fee, time frame of project, restrictions to account, authorized personnel on the account and all other pertinent and appropriate information. Copies of confirmation will be sent to appropriate dean and vice chancellor.

8. All withdrawals and/or deposits to the account must be made on appropriate invoice forms, or in a written request to the Foundation Office by authorized personnel.

9. Expense reimbursement requests must be accompanied by supportive receipts.

The following information will be kept on file in the Foundation Office:

1. A copy of the grant contract.
2. A list of allowable and nonallowable expenses within the grant.
3. A list of person(s) authorized to withdraw funds from the grant account.

The following Administrative Fee Chart has been developed to cover the Foundation's service as fiscal agent for grant funds handled through the Foundation (but not to exeed the maximum allowed by the funding agent).

ACCOUNT RANGE			FEE CHARGE
$ 0	to	$ 5,000	10% (or $50 minimum)
$ 5,001	to	$10,000	9%
$10,001	to	$20,000	8%
$20,001	to	$30,000	7%
$30,001	to	$40,000	6%
$40,000	And Up		5%

revised 11/2/88

a:glines2.gra
disk: grants

AGREEMENT FOR SPECIAL SERVICES

THIS AGREEMENT is made and entered into this _____ day of _____, 1988, by and between the RANCHO SANTIAGO FOUNDATION, hereinafter referred to as the FISCAL AGENT, and the RANCHO SANTIAGO COMMUNITY COLLEGE DISTRICT, hereinafter referred to as the DISTRICT.

WHEREAS, the DISTRICT is in need of special services in financial and accounting matters; and

WHEREAS, the FISCAL AGENT is specially trained, organized, and competent to provide the special services required; and

WHEREAS, such services are needed on a limited basis;

NOW, THEREFORE, the parties hereto agree as follows:

1. SERVICES TO BE PROVIDED BY THE FISCAL AGENT:

2. FISCAL AGENT shall commence providing said services under this AGREEMENT on _____, 1988, and shall diligently perform as required and complete performance by _____.

3. FISCAL AGENT shall assess a fee of _____% of the contract amount of _____ or _____ for services rendered. Payment shall be made within _____ days after the date of execution of this agreement.

4. DISTRICT shall prepare and furnish to FISCAL AGENT upon request information as is reasonably necessary to the performance of FISCAL AGENT to this agreement.

5. DISTRICT shall be responsible for meeting all conditions of the contract and completion of said contract within appropriate contract timelines.

6. FISCAL AGENT agrees to and shall hold harmless and indemnify DISTRICT and their officers, agents, and employees from every claim or demand and every liability or loss, damage, or expense of any nature whatsoever, which may be incurred by reason of:

   (a) Liability for damages for death or bodily injury to person, injury to property, or any other loss, damage or expense sustained by the consultant or any person, firm or corporation employed by the FISCAL AGENT upon or in connection with the services called for in this AGREEMENT except for liability for damages referred to above which result from the sole negligence or willful misconduct of DISTRICT, their officers, employees or agents.

   (b) Any injury to or death of persons or damage to property, sustained by any persons, or corporation, including the DISTRICT, arising out of or in any way connected with the services covered by this AGREEMENT, whether said injury or damage occurs whether on or off DISTRICT'S property except for liability for damages which result from the sole negligence or willful misconduct of DISTRICT, their officers, employees or agents.

7. DISTRICT may at any time for any reason terminate this AGREEMENT upon a 10 day written notice and FISCAL AGENT shall be entitled to be compensated only for services rendered through date of termination. The notice shall be deemed given when received or no later than three days after the day of mailing whichever is sooner.

8. This AGREEMENT is not assignable without written consent of the parties hereto.

9. FISCAL AGENT shall comply with all applicable federal, state, and local laws, rules, regulations, and ordinances including worker's compensation.

IN WITNESS WHEREOF, the parties hereto have caused this AGREEMENT to be executed.

FISCAL AGENT: RANCHO SANTIAGO FOUNDATION

BY: _____

DATE: _____

FEDERAL IRS #_____

DISTRICT: RANCHO SANTIAGO COMMUNITY COLLEGE DISTRICT

BY: _____

DATE: _____

The Peralta Colleges Foundation

PERALTA COLLEGES FOUNDATION

* * * * * * * * * * *

OPERATIONS MANUAL

* * * * * * * * *

MARCH, 1990

PERALTA COLLEGES FOUNDATION

OPERATIONS MANUAL

TABLE OF CONTENTS

Preface

Mission, Goals and Objectives 1

Policy 5

Acceptance Guidelines 6

Assistance Guidelines 7

Forms

PREFACE

The Peralta Colleges Foundation is the fundraising auxiliary of the Peralta Community College District. As a non-profit corporation, its purpose is to enhance the educational efforts and opportunities of the Peralta Colleges. Note the emphasis on "enhancement."

Although the District is publicly funded, it occasionally finds itself unable to fulfill the fullest potential of a worthy student, an outstanding program, or an imaginative instructor. Matching those needs and filling that gap with funding from the private sector is the business and purpose of the Foundation. Historically, when good people are presented with a specific, worthwhile need, they respond generously.

As you use this manual remember that your Foundation is the "last resort, not the first." When all other sources have been exhausted, turn to the Foundation. First ask yourself these three questions: Are there monies available in the public sector for this need? Have I exhausted all other sources? Would I give to the cause I espouse? If the answer to all three questions is yes, you may find this manual very useful indeed.

Remember, we have a mandate and a credo -- to keep faith with our donors...to spend their donations wisely and for good purpose.

Ralph C. Marinaro
Interim Executive Director

PERALTA COLLEGES FOUNDATION
MISSION-GOALS-OBJECTIVES

MISSION

The primary mission of the Peralta Colleges Foundation is to provide financial support for the educational, cultural and community programs of the Peralta Community Colleges, and to foster the image of Peralta as the East Bay's foremost community college system.

FOUNDATION GOALS

1. To establish the Foundation as the pre-eminent organization for the development of the Peralta Colleges.

2. To improve financial support for academic and support programs as prioritized and articulated in the Colleges institutional plans.

3. To improve financial support for community activities and programs with special emphasis on those that foster civic involvement.

4. To enhance the image of Peralta Colleges as the East Bay's foremost community college district.

OBJECTIVES

Supporting Objectives for Goal #1:

To establish the Foundation as the pre-eminent organization for the development of the Peralta Colleges.

- Establish a strong infra-structure of administration and procedures to insure the Foundation's efficiency and credibility (policy, procedures, reports, etc. -- CODIFICATION).
- To conduct a staff enfranchisement program targeted at securing 90-100% foundation membership within the Peralta Colleges workforce (Operation Pass-the-Buck to Peralta).
- Reinforce the Foundation President's efforts to strengthen and enlarge the Foundation Board.
- Establish "friendraising" program of corporate, private and public supporters for present and future fundraising efforts.

OBJECTIVES - continued

Supporting Objectives for Goal #2:

To improve financial support for academic and support programs as prioritized and articulated in the Colleges institutional plans.

- To identify and recruit campus-based fundraisers, and incorporate them in the Foundation network (internal).
- To identify current scholarship activity, establishing goals for fundraising and identifying specific targets.
- To orient faculty, staff, and advise them as to the Foundation's activities and services.
- To coordinate short-term efforts, while establishing a long-term capital fundraising program.
- To coordinate the development initiatives within Peralta Colleges, eliminating duplication of effort.
- To conduct events, projects and fundraising programs.
- To recognize the meritorious services of faculty, staff and students Districtwide.

OBJECTIVES - continued

Supporting Objectives for Goal #3:

To improve financial support for community activities and programs with special emphasis on those that foster civic involvement.

- o To establish a community action plan and timetable to include cultural activities, athletic events, film series, concerts, etc.
- o To optimize use of campus facilities by civic and local groups.

Supporting Objectives for Goal #4:

To enhance the image of Peralta Colleges as the East Bay's foremost community college district.

- o Accomplishment of this goal should be the natural by-product of fulfilling Goals 1, 2 and 3.

POLICY

1. Contributions, gifts-in-kind, scholarships, etc., shall be channeled through the Peralta Colleges Foundation for support of the colleges.

2. Presidents should appoint a single "Point of Contact" or liaison officer to the Foundation.

3. The Foundation should be notified two weeks in advance, wherever possible, of intended gift, donation, bequest, etc.

4. In-kind gift approval rests with the Executive Director and President of the Foundation Board.

5. Acceptance of a gift must follow the "Acceptance Guidelines."

6. Solicitation and allocation of all resources shall be oriented on the published College Educational Plan.

7. Requests for Foundation financial support should be initiated only after all other procurement sources have been exhausted.

8. Educational programs will receive priority consideration over cultural events or activities of a social nature.

9. Thank you letters, calls and contacts should be initiated by the Foundation in a timely manner.

10. All funds deposited with the Foundation will be administered and disbursed in accordance with Foundation policy and donor specifications.

11. All requests for Foundation support must be approved and monitored by the College President.

12. All requests for disbursement of restricted funds must be channeled through and approved by the College President for submission to the Foundation, including purchases of equipment/supplies (purchases of this nature require the requisition/purchase order process). Final approval rests with the Foundation.

ACCEPTANCE GUIDELINES
FOUNDATION/COLLEGES

1. All gifts should be oriented on the College's educational and cultural priorities as articulated in the College's Institutional Plan.

2. Gifts should be carefully evaluated as to their "appropriateness." Would acceptance prove embarrassing in the light of public or press inquiry.

3. Gifts should carry no "hidden costs" (Transportation, maintenance, storage, etc.) Is it a genuine asset or a fiscal liability?

4. Gifts must carry no "legal liability." They should be free of safety problems as well (motor vehicles, chemicals, etc., pose special problems in this area).

5. Would a denial create "morale" problems with the faculty or staff, or would it negatively affect a donor's future contributions? (Weigh this carefully against those who would use the College or Foundation as a convenient "dumping ground.")

6. Insure that the gift is not "overly restrictive" in the conditions established by the donor. (Can we sell the donated VW Van, or is it given with the stipulation it be parked in the library?)

7. Gifts, wherever practical, should be exploited for their "newsworthiness" and publicity potential.

ASSISTANCE GUIDELINES

If you are applying for assistance from the Peralta Colleges Foundation in your fundraising efforts, the following steps are necessary for your success:

1. Remember, the Foundation is your last (not first) resort. All other funding sources should be unavailable, and your request should conform to the Foundation's goals and objectives as presented in the Operations Manual.

2. First, determine that your proposal falls within the parameters of the Foundation's goals and objectives and you have exhausted all other apparent funding sources, then draft a cover letter including your name or organization you represent and your reasons for coming to the Foundation. A completed Application for Assistance should accompany the letter.

A carefully prepared persuasive application will enhance your chances of success; a careless or incomplete one will guarantee denial. Again, remember our purpose, the support of our educational effort; and stress the value of your proposal to that end.

Should your request be granted, you will be obligated to submit a follow-up report indicating the result of your efforts, utilization of funds and their impact on the result.

PERALTA COLLEGES FOUNDATION

OPERATIONS MANUAL

* * * * * * * * * * *

FORMS

PERALTA COLLEGES FOUNDATION
333 East Eighth Street
Oakland, CA 94606

ACCEPTANCE OF GIFTS-IN-KIND

Gift from: _____ Date: _____

Address: _____ Phone: _____

City/Zip: _____

Type of gift: _____

_____

Description (indicate quantity, model number, serial number, and manufacturer). If additional space is needed, use a separate sheet and attach it to this form.

_____

_____

_____

Donor value of the gift: _____

Gift restrictions, if any: _____

_____

_____

Deposition of gift:

Given to the District on: _____

Given to the department: _____

Accepted by: _____

Department chair or dean approval: _____

Approved: _____ _____
College President Foundation

PERALTA COLLEGES FOUNDATION
333 E. 8th Street
Oakland, CA 94606

APPLICATION FOR ASSISTANCE

NAME: _____ DATE: _____

ORGANIZATION: _____

LOCATION: _____ REQUESTED AMOUNT: $_____

Purpose of request: _____

_____

_____

_____

_____

Rationale for request: _____

_____

_____

List sources exhausted in your fund search: _____

_____

Identify potential donors or funding sources:

_____

Identify funds currently available: _____

State in detail the liabilities associated with the project and the Foundation, and how you intend to address them:

_____

_____

_____

Approved for submission by: Dept. Chair _____

_____ _____
College President District Office Supervisor

FOUNDATION USE ONLY

____ Approved ____ Denied Date: _____

Amount approved: $_____ _____
Executive Director

Fund-raising Programs

1. The Annual Fund

The annual fund is a major fund-raising program conducted yearly by the foundation. It consists of the solicitation of funds from individuals and businesses by personal contact and direct mail. It includes the organization of a volunteer fund raising committee, the listing, rating, and assignment of prospects, personal contacts, and the production of personal solicitation letters, general mailings, and the recording and acknowledgement of gifts. Goals of the annual fund are to make friends and develop supporters of the college, continually add new donors, upgrade the giving of existing donors, and build a base of college supporters upon whom the college may draw for participation in future programs.

2. Corporate and Foundation Program

The Corporate and Foundation Program includes the continuous cultivation and solicitation of the business community and selected charitable foundations. The program consists of informational mailings, personal contacts with corporate executives, building of advisory boards for various college departments, and corporate luncheons or breakfasts to provide opportunities for interaction between the college and the corporate community. It also involves the development and submission of proposals for the funding of specific projects to benefit the college and its educational program.

3. Deferred/Planned Gifts

The Deferred/Planned Gifts Program involves continuous identification and cultivation of those individuals who are prospects for a major gift in the form of a unitrust, annuity trust, pooled-income fund, life estate program or specific bequest. Elements of the program involve building the deferred gifts prospect file, quarterly mailings to those prospects, and personal interviews where appropriate. The major cost factors are prospect research time and deferred/planned gift publications for mailing. Some other expense may be involved in occasional cultivation contacts and professional and/or legal costs for analysis and document preparation.

4. Associate Groups

Recognizing that some donors and potential donors may closely identify with and have a special interest in giving to specific areas of the college, the foundation could encourage the development of associate groups, such as Nursing Associates, Friends of the Library, Automotive Associates, or Friends of Special Services/Handicapped.

5. Major Gifts

The Major Gifts Program involves the cultivation of those who have given or are prospects for gifts of $10,000 or more. Elements of the program include a newsletter from the president of the college, plus selected individual invitations to campus events as guest of the college/foundation.

6. Special Events

Special events promote awareness of the college and the foundation and also raise some funds. Special events most often are primarily "friend raisers" and secondarily fund raisers.

7. Capital Campaigns

Capital Campaigns are major fundraisers usually designed to build buildings, start major new programs and/or create endowments. They are not undertaken more often than every five or ten years.

Source: Chaffey College Foundation

TEN ELEMENTS OF A CAPITAL CAMPAIGN

By John C. Rowett

I - Characteristics
- a. Larger than usual goals
- b. Advantage of more publicity
- c. Special leadership structure
- d. Detailed preparation
- e. Definite beginning and ending points

II - Planning
- a. Needs assessment
- b. Defining projects and "Case"
- c. Enhancing "saleability"
- d. Determining leadership structure
- e. Determining Campaign needs and budget
- f. Establishing the timetable
- g. Getting the "Buy In"

III - Leadership
- a. Top leadership necessary for success
- b. Identifying leaders
- c. Building from the top down
- d. Enlisting leadership
- e. The Task Force Concept
- f. Providing detailed job descriptions
- g. Providing staff service

IV - Prospect Identification
- a. Prospect research
- b. Building prospect files
- c. Project matching
- d. Evaluation
- e. Sources

V - Cultivation
- a. Individual cultivation plan for each major prospect
- b. Small group cultivation for mid-range prospects
- c. General cultivation for all prospects

VI - Support Material
- a. Choosing theme
- b. Design and production of print materials
- c. Consideration of video, advertising, special public relations campaign, etc.

VII - Leadership Training
- a. Formal training sessions
- b. Conserve time
- c. Staff direction and guidance
- d. Adherence to time schedules

VIII - Special Events
- a. To draw community attention to campaign
- b. To gain publicity and media attention
- c. Kick-off event
- d. Fundraisers ("Friendraisers")
- e. Time consuming and expensive

IX - Solicitation
- a. Advance Gifts - need 30-40 % of total before formal kick-off (5% of prospects)
- b. Major Gifts - next 40-50% of gifts (15% of prospects)
- c. Cultivation status will dictate best solicitation timing
- d. General Gifts - 10-15% of total goal (80% of prospects)

X - Reports and Records
- a. Frequent reports
- b. Attention to deadlines
- c. Accurate record-keeping
- d. Follow-up and billing procedures
- e. Prompt and appropriate acknowledgement

THE ANNUAL GIVING PROGRAM
A Systematic Approach

Definition: A planned, organized endeavor to reach an identified constituency for a specified level of support to help maintain the purpose and goals of the organization.

The items and activities listed below are the essential components of a successful program:

Budget and Program Analysis:
A careful examination of the program needs, costs of services and overhead should be made 3-6 months before the new calendar year to determine the dollar objectives and programs to be supported.

Gift Needs:
Specific projects, programs, services and equipment are identified, rated for importance and marketability, and "packaged" for inclusion in a list of gift needs. Leaders of the agency should be involved in the final selection process. Each category should have a price tag and the total becomes the goal for the campaign.

The Case:
The "case" for an agency consists of all the reasons why the agency and its programs should be supported. It should include why the agency needs the money, what the services will do, who benefits, and the rationale for support. A theme for each annual campaign should be drawn from the general nature of the projects and programs in the list of gift needs. Leadership should be involved in identifying the strongest case arguments and the theme.

Leadership:
An early effort must be made to enlist leaders and volunteers for the many jobs in a campaign. Effective people get recruited quickly...by others. Volunteers will work harder if they are involved from the beginning of the planning effort and gain a sense of ownership by helping to make decisions on what will happen.

Prospect Identification and Research:
Prior donors and new prospects should be reviewed for the best "linkages" to them, their interests, and capacity to give. This is a continual process, but gets intensive before the campaign. Volunteers should be involved in this evaluation.

Gift Range Table:
A table of individual gift sizes and numbers to meet the goal is prepared according to estimated capacities to give and the dollar objective. See sample table below. The selection of categories and number of gifts required is tested against the available prospects identified above. The table should always be a challenge that will raise prospects' sights.

College of the Sequoias

Andy Balerud
Director of Development
Executive Director,
College of the Sequoias Foundation

(209) 733-2060
915 South Mooney Boulevard
Visalia, California 93277

Market Segmentation:

The gift range table provides the first step in this process. Next, the giving categories are clustered into three or four groups to define the method of solicitation and recognition (e.g., giving clubs). The larger the expected gift, the more personal the solicitation must be. Generally, three different methods are used: personal solicitation (face-to-face calls), personal letter and followup phone call, and direct mail. Further segmentation on program and service interests can be made if prospects have been carefully evaluated.

Gift Clubs:

An effective tool in fundraising is the gift club which invites donors to give at a specified level with designated recognition and reward. Several clubs can provide a range of gift levels to meet gift range table requirements. The names selected for the clubs are most effective if they can reflect the purpose and nature of the services of the agency. Caution, overly generous rewards defeat the purpose of charitable giving. Yearly themes and events can enliven the value of clubs.

Calendar of Activities:

Careful timing and scheduling of campaign activities is essential for success. Planning and preparation need adequate leadtime. The bigger gifts are solicited before the public kickoff of the campaign; deadlines are set to motivate volunteers, and a "victory" celebration is scheduled to bring solicitation to a close. See the sample calendar below.

Promotional Literature:

Volunteers need several types of printed material to help their solicitation work: 1) campaign brochure (4x9) stating the case in brief, gift needs, gift range table, examples of what specific dollars can do, etc.; 2) "headlines" card (4x9) listing key arguments and facts about agency and campaign; 3) pledge card; 4) brief instructions on how to ask; 5) business reply envelopes, letterhead and regular envelopes; 6) report cards or sheets to list calls made and results; 7) Examples of tax benefits.

Communications Plan:

Prospects and donors need to be informed about the agency, needs, services, and campaign details. A newsletter published 3-4 times a year serves this purpose, but it is advisable to also announce the campaign with a special letter to major donors and a flyer to all others. Special mailings are scheduled for volunteers, members, selected groups of prospects, etc. to "keep people informed." All communications should feature the theme of the campaign.

Cultivation and Recognition

Before, during and after the campaign, schedule activities that will bring prospect to the agency or keep it in their minds. Openhouses, receptions, program events, etc. serve this purpose. Always invite the volunteers and give them recognition whenever possible. Acknowlege good efforts by the volunteers as often as possible. Invitations to events, personal notes, updating phone calls, special mailings are ways to cultivate prospects.

College of the Sequoias

Andy Balerud
Director of Development
Executive Director,
College of the Sequoias Foundation

(209) 733-2060
915 South Mooney Boulevard
Visalia, California 93277

BEST COPY AVAILABLE

General Rules for Success:

1. Set realistic goals based on demonstrated human needs.
2. Involve volunteers fully at all stages of the campaign.
3. Have a well-stated case with broad appeal.
4. Plan carefully, well in advance, and anticipate all details.
5. Clearly identify your market and the means to reach it.
6. Keep the campaign visable at all times to your total constituency.
7. Set deadlines early, but don't over-organize your campaign.
8. Train your volunteers well.
9. Secure Board's commitment and their gifts first, then the solicitors' gifts should be made.

College of the Sequoias

Andy Balerud
Director of Development
Executive Director
College of the Sequoias Foundation

(209) 733-2060
915 South Mooney Boulevard
Visalia, California 93277

PLANNED GIVING: ANOTHER FUNDRAISING STRATEGY

BY DON LOVE

Federal tax laws passed in 1969 greatly expanded opportunities for nonprofit organizations by providing tax incentives for individuals to make charitable gifts during their lifetime while retaining some benefits from donated resources until their death or the death of other family members. This change in the law broadened the concept of deferred gifts to planned gifts, and has worked to the great advantage of nonprofit organizations throughout the Country.

Planned Giving, previously called deferred giving is one of the dramatically expanding components of securing funding for nonprofit organizations. Most people who make major gifts to nonprofits do so as a part of a financial plan, developed in cooperation with their personal tax advisor, CPA, or attorney.

Senior citizens comprise the largest number of persons who make major gifts; this segment of the society is growing rapidly. Therefore, prospects for planned gifts are increasingly available to most nonprofits, which includes the community college foundation.

Planned Giving programs may not be appropriate for every community college foundation. The college must first have a significant history of performance that warrants strong support of major gifts. Planned Giving programs require a great deal of time and tremendous effort for a number of years before sizable benefits are realized. The amount of annual funds raised by the foundation is one way to determine whether your foundation should establish a planned giving program. Your active donor list should include a number of people over the age of 50, who have considerable wealth.

What is Planned Giving? It is a systematic effort to identify prospects and make personal calls on those persons who have the ability to make major gifts, and to encourage such gifts by providing individual tax and financial planning advice to the prospect.

The program can be limited to a small group of known prospects or it can extend to a broad segment of your constituency. The program is often regarded more as service than as a solicitation; the planned giving program serves as a catalyst to motivate prospects to include your foundation in their plans. The program is typically low keyed, with no aggressive solicitation, but consistent monitoring is necessary.

The foundation board of directors must support the planned giving program--some experts recommend that each board member include the college in his or her will. The board must be educated about the realities of planned giving and how long it really takes to reap the benefits. Along with strong board support, the foundation should have office space, staff, and a budget for telephone and travel before considering a planned giving program. Planned giving requires time to be spent with people, those working the program should not have other responsibilities as well. Commitments and gifts take a long time; the foundation's budget should be able to support such necessities as preparing and filing tax returns, and certain legal documents.

It is important how donors perceive the management of the planned giving program. In some case cases it is recommended that an outside agent such as a bank trust department manage the financial investments of the program.

METHODS OF DEVELOPING DEFERRED GIFTS AND BEQUESTS INCLUDE:

A. Bequest Program. All or part of ;your constituency is asked to make a bequest to your institution.

1. The program can be a passive direct mail solicitation or it can involve active solicitation by volunteers.

2. The emphasis is generally on more modest bequests from a large number of constituents.

3. Gifts of life insurance can be a substitute for a bequest and such gifts are frequently foundations and charitable institutions.

B. Deferred Gift Program. An active solicitation of a particular form of deferred gift--generally a gift annuity or pooled fund gift.

1. Generally should involve volunteer solicitation with strong staff support.

2. The emphasis is generally on smaller gifts ranging from $1,000 to $50,000.

C. Endowment Development Program. An active solicitation of outright gifts, deferred gifts and bequests as part of a goal oriented effort to increase endowment support.

1. Volunteers are usually involved with staff acting in a supporting role.

2. Capital campaign techniques are used in a systematic solicitation of a large segment of the constituency.

3. Large, six and seven figure gifts are sought and emphasized.

Some suggestions for a step-by-step approach to starting a planned giving program

A. Start with a Bequest Program

1. Obtain foundation board sponsorship

2. General solicitation by mail to a large group of constituents

3. Volunteer solicitation through systematic committee organization;

4. Build expectancy file of bequest provisions; identify major gift prospects; emphasize need for endowment support.

B. Move to a Deferred Gift Program.

1. Accelerate known bequests into testamentary and outright gifts;

2. Build on bequest and deferred gift activity by publicizing the volume of expectancies and matured bequests as well as successful deferred gift negotiations;

C. Conclude with ongoing Planned Giving Program.

ASSESSING READINESS FOR A MAJOR PLANNED GIVING PROGRAM

A. Factors that should be reviewed:

1. Permanence of the college and foundation as well as stability of the trustees and foundation board.

2. Significant annual gifts from a large group of donors;

3. Donors and prospects who are over the age of 50 and have reasonable wealth.

4. Strong board support to provide budget management, individual gifts and volunteer time.

5. The college must have a meritorious case for future support;

6. Knowledgeable and adequate development staff;

7. Capacity to spend current funds for future support.

THE EVALUATION STUDY

A. The purposes of an evaluation study are:

1. Determine direction of the program--bequests, pooled fund and gift annuity, comprehensive planned gift program, endowment development emphasizing all forms of gifts.

2. Determine gift potential and time frame to reach the overall goal.

3. Identify special gift opportunities and problem areas that may inhibit donors.

4. Test the case statement of the institution by having key constituent groups review and comment on it.

5. Determine staff requirements and the budget necessary to accomplish the goal.

6. Identify volunteer leadership with the potential to give, and the leadership ability to solicit other substantial donors.

7. Identify high level prospects capable of making substantial gifts.

B. An evaluation study generally consists of:

1. A collection of dates and facts on gift history;

2. Interviews with staff, selected board members and selected substantial prospects.

C. An outside consultant can generally bring objectivity to the study and gain more information from the interviews; staff and prospects are less willing to be frank with individuals associated with the institution.

D. Persons interviewed and asked to comment about the institution, its plans for the future, its opportunities and problems. They are asked to comment on the proposed plan of action and the tentative goals of the program. They are asked to identify prospects and to nominate leaders; and are asked to give an idea of the size of gift they will make, and the role they are willing to play.

E. The interviews are always fact finding in nature and no commitments are sought; however, important clues can be gained about the ultimate success of the proposed program as well as the ability and willingness of key prospects.

F. A carefully conducted evaluation study should lay the foundation for:

1. establishing realistic goals and objectives;

2. developing an action plan for the program;

3. developing a case statement for planned gifts;

4. determining the specific gift techniques that may be required (i.e., gift annuity, pooled fund);

5. determining the extent and nature of any promotional activities that may be required;

6. determining staff and budget requirements;

7. identifying volunteer leadership.

8. identifying a core list of prospects.

The study should permit the institution to make a decision as to the scope of a program, the size of the program, the staff and the basic system of cultivation.

G. The interviews can do a great deal more than establish a foundation for making informed decisions and plans. They will also identify:

1. The prospect's willingness to give;

2. The degree of volunteer assistance the prospect may be willing to provide;

3. The names of other potential donors, with suggestions about their gift potential;

4. The names of volunteers that the prospect considers important to make the program successful;

5. The prospect's candid opinion regarding the fundraising program and future potential;

6. The prospect's candid opinion about your institution's programs and future opportunities.

In addition to accomplishing all of the preceding, the evaluation study pre-sells your future needs and your program to the major prospect. This pre-selling will accelerate the involvement and cultivation of those interviewed that otherwise could take months or years. Also, information concerning the prospect will be obtained that may be fundamental to their future successful solicitation.

RECRUIT AND ESTABLISH A PLANNED GIVING COMMITTEE

A. Should the committee be established before an evaluation study has been made and before an action plan has been determined?

1. Advantages:

a. The committee can provide credibility to the proposed fund raising program and the evaluation study.
b. The committee can provide valuable input for the action plan.

2. Disadvantages:

a. Some of the best volunteers may surface during the evaluation study.
b. The eventual action plan may require a different mix of volunteers.

B. There are generally five principal functions to a planned gift committee:

1. Members of this volunteer committee act as a leader gathering and lead-analysis source. Depending upon the make-up of the committee members, you should expect that the committee will collectively or individually review the complete general mailing list with an eye towards selecting people who are recognized as having wealth and an interest in your institution.

The committee members should be of even more value in helping you analyze any prospects. Having as complete an analysis as possible of prospects will avoid errors and blind alleys in approaching prospects. It will also provide an idea of how much the prospect can afford to give. Further, the analysis of the prospect should enable you to recognize where the prospect's interests lie, thus enabling you to formulate a plan of approach from the beginning of the cultivation period.

2. Committee members can make personal calls on prospective donors. These calls should almost always be made with a staff member. Volunteers, depending upon their level of abilities, can be either a major asset or a liability. The most effective way volunteers can make calls is as an ice breaker--a lead-in for the key solicitation. Unless the volunteer is highly competent, he or she should not be permitted to ask for the gift.

3. Committee members can provide estate planning assistance. The committee's primary role in many situations will be to provide technical expertise. This technical expertise will in include analyzing a prospect's estate assets and suggesting estate plans which will allow the prospect to better plan her or his financial affairs while also making a significant gift to your college or foundation.

Obviously, this requires that some of the Planned Giving Committee be lawyers, CPA's, trust officers, or have extensive knowledge in these areas.

4. Committee members can provide guidance in the organization, administration, and promotion of a planned giving program. This is a very delicate function which involves administrative colleagues. The Planned Giving Committee participation should be carefully considered.

5. Other activities of the Planned Giving Committee are:

a. work with center of influence and fiduciaries when necessary.
b. coordinate mailing efforts;
c. arrange for the Chairman to acknowledge gifts and intended bequests;
d. coordinate a recognition program;
e. plan and promote seminars for laymen and professionals.

FOUNDATION BOARD RESOLUTION

There is no legal requirement that the board formally approve a planned gift development program except subject to your legal counsel's advice. However, since board support is so important, it is highly desirable that the Board approve a positive and enthusiastic resolution endorsing the planned gift program.

ESTABLISH DOLLAR GOALS--THE COST EFFECTIVE APPROACH

A. Establish dollar goals for a new program, where there is no experience to rely on, is a difficult task. However, it is very important to have precise goals before beginning any project.

1. The goals should be based on some definite time frame (three years, five or ten years).

2. The goals should not be based only on number of calls, number of proposals or even on number of gifts, but on specific gift results.

B. Goals of a program can be based simply on the amount of the gifts that are necessary for a cost effective program.

1. Estimate the cost of the contemplated planned gift program, including salary, travel, promotion, clerical and administrative costs, and consultation charges.

2. Decide on an appropriate fund raising cost percentage.

3. The cost capitalized by the percentage equals the amount of gifts to be raised, expressed in terms of present value.

ACTION PLAN

A. The action plan is a listing of the steps that must be taken to effectively reach the established goals. Typically the action plan would set forth the number of gifts and the size of gifts needed to reach the goal; the number of prospects that reasonably must be cultivated to produce the goal; a plan for obtaining the needed prospects through referrals, seminars, and promotion. It would include a reasonable plan for approaching and cultivating prospects, providing the gift tools that are considered necessary to reach the goal and whatever other activities are deemed an essential part of the plan.

CASE STATEMENT

A. A written statement defining the present status, the past accomplishments and the future mission of the institution which makes it unique. It is very important that the statement be farsighted.

B. The case statement should be a product of the development officer, and the college administration or governing board. It must reflect the true goals and directions of the institution so that donors may rely upon the statement in deciding the extent of financial support they will provide.

C. The case statement may present specific giving opportunities, emphasize the importance of endowment funds, and set a basic endowment goal and specifically provide that planned gifts will be developed to meet the future needs of the institution.

D. The case statement should be farsighted in the sense that it shows a major impact resulting from each gift. It should create a sense of urgency; have broad appeal; be supported by financial facts; be directed to the future with the past and present used to show that future plans can be accomplished. It should be both rational and emotional and should indicate strength of leadership and careful planning for the future.

You can see that your decision to initiate a planned giving program at your college requires much thought and consideration. However, there are benefits for both donors and your college. Donors receive several benefits;

1. Satisfaction that comes from supporting an institution that is important to him or her.

2. Personal recognition that is important to many people.

3. The donor can establish his or her personal place in history by assisting your college to continue its work after the donor has passed away.

4. Reduce the impact of federal income and estate taxes.

5. Improve personal income during his or her life and the life of the spouse or the beneficiary.

YOUR COLLEGE CAN ALSO RECEIVE SOME VERY IMPORTANT BENEFITS:

1. Secure long-term funding, especially for endowment purposes.

2. Secure substantial gifts that may not be available through other sources.

3. Planned giving donors will become annual contributors in addition to their major gift commitments.

4. Donors may lead you to additional major gifts.

There is the technical side to Planned Giving which has not been addressed in this article; it involves definition and discussion of the various planned giving opportunities and the tax advantages of each. The Network of California Community College Foundations offers to sponsor a full workshop or seminar on planned giving for development officers, foundation board members and trustees, college presidents and administrators. Your inquiries, comments, and requests should be addressed to Don Love, Dean of Development, Pierce College, 6201 Winnetka Avenue, Woodland Hills, CA 91371, or telephone: (818) 719-6447.

EIGHT WAYS YOU CAN GIVE THE GIFT OF LEARNING

Gifts of money

The new tax law *still* allows itemizers to deduct charitable gifts. Writing a check to the Foundation is one of the easiest ways to make a gift to the college. You are not required to pay income tax on the amount of the gift. There is a ceiling of 50% of your adjusted gross income *for that year*, but you may deduct any amount over the 50% during the next five years.

Sometimes the company you work for or your union has a donation-matching plan which will allow you to multiply the value of your gift to the college by combining it with a donation from another source. Some companies *will match* your gift on a 2 to 1 basis. We will be happy to assist you in obtaining the forms. Please check the box on the last page.

Appreciated securities and real estate

If you own securities, real estate, or other capital assets which have increased in value, you can *still* receive a double tax benefit by making a gift of such assets to the college Foundation. First, you can claim a deduction for the full market value of the gift; and, second, you avoid all capital gains tax on the appreciation. The appreciation part of the gift is a tax preference in computing the alternative minimum tax. The ceiling for this type of gift is 30% of your adjusted gross income; but, again, any part of the gift which exceeds 30% can be carried over for the next five years.

Appreciated art works, books, collections, and other tangible personal property gifts

Similar benefits accompany any gift to the college Foundation of art, books, or other personal property which can be used in connection with the college's educational purposes. The full market value of your gift is deductible and you avoid any capital gains tax on the appreciation. The 30% ceiling and five-year carry-over also apply to personal property gifts.

Bargain sales

A "bargain sale" gift allows you to keep some of the value of a long-term capital gain property while giving the rest to the college Foundation. In this case you would sell the property to the Foundation at some price less than the fair market value. The Foundation — on behalf of the college — would then sell the property at the current fair market value and would thus receive the appreciation. The difference between the fair market value and the price for which you sold the property to the college Foundation is your tax-deductible gift to the college.

A gift by will

Another way you can make a gift to the college is by making a bequest to the Foundation in your will. The government encourages such bequests by allowing an unlimited estate tax deduction for gifts to organizations such as the college Foundation. A *contingent bequest* would allow you to provide that your entire estate go to your spouse or family if they survive you. If there should be no survivors, the estate — through your contingent bequest — would then go to the college Foundation.

A contingent life insurance designation

Another contingent gift process is that by which you designate the college Foundation as the *contingent beneficiary* of your life insurance policy. In such a case, the benefits of your policy would go to the college Foundation only if there are no surviving close family members.

If you should have life insurance coverage which is no longer needed to provide for your family, you can use the policy to make an *irrevocable gift* to the college. With such a gift, you can receive a tax deduction for this year and realize substantial estate tax savings later.

A bank account in trust

This option is one by which you open a bank account *in trust* for the college Foundation. As the one who opens the account, you may add to or subtract from the account at any time, and all the income earned from the account is yours and taxable to you. However, in the event of death, any amount which remains in the account would automatically go to the college Foundation.

Gifts of home or property with retained life occupancy

You can get an immediate charitable deduction by deeding your home or other real estate to the college now, retaining the right to live in the home or have use of the property during your lifetime.

FROM: Long Beach City College Foundation
"The Gift of Learning" - "A Gift Forever"

Guidelines for Mail Appeal

Two factors are of major concern in raising funds by mail appeal.

1. The keen competition for the philanthropic dollar.
2. The ease of rejection of an appeal by mail (via the wastebasket, with no solicitor present to urge reconsideration).

In view of the keen competition and the ease of rejection, it is important to avoid these common errors:

1. *Impersonal approach.* Make sure the signer has some connection with the recipient so that the letter can be a personal one.
2. *Inadequate motivation.* Create recipient motivation that leads from attention to interest and action. The lead of the letter should capture the reader's attention or he may never read beyond it.
3. *Incomplete planning.* Second-rate planning usually guarantees second-rate results. Because pains are not taken in advance, they are usually experienced in the returns. Careful planning can also reduce the costs of the appeal and thus increase the net return.

Here are three popular misconceptions:

1. *An appeal letter should be no longer than one page.* The letter should be long enough to make the case for support. Bruce Barton once wrote a four-page letter for Deerfield Academy, and it was the most successful in the school's history.
2. *Every year's appeal has to be completely different.* André Gide said: "Everything has been said already, but since nobody listens, everything has to be said again." Don't be afraid to repeat or rephrase, though each year's letter should look different in some way than its predecessors.
3. *People won't read anything you send them.* They won't read everything, but they will read selectively—if you interest them.

These three observations about the content of a mail appeal are always important to keep in mind:

1. What is *said* is important.
2. *Who* says it is often more important than what is said.

3. Dramatize the case. To get attention and interest, the letter should deal immediately with anecdote, fact, and topical reference; generalizations are dull.

Whom should the writer of a mail appeal try to please?

1. *Himself.* If a writer does not satisfy himself, he has little chance of pleasing anyone else. When he has finished a draft, he should be ready to stand behind it—against all critics.
2. The *signer.* The writer's draft should be written with the signer in mind. Very often the signer, a volunteer leader, has ideas which are good or which can be refined or developed for effective use.

Here are 10 principles that apply to a mail-appeal effort:

1. *Personal approach.* The degree to which the appeal appears to be personal and individual is in direct proportion to the attention-getting strength of the letter.
2. *Emotional impulse.* Giving is the result of a rationalized emotional impulse.
3. *Proportionate giving.* Giving should be in proportion to the capacity of the donor and the extent of the need. Without these standards, the dollar volume of giving is always low.
4. *Atmosphere of optimism.* Fund raising is always best in an atmosphere of universality (an indication that all are giving) and optimism (an indication that the objective can be achieved).
5. *Sense of genuine urgency.* People tend to be subject to laws of human inertia. A sense of urgency, along with importance, has the best chance of moving them.
6. *Salesmanship of conviction.* An appeal letter must move the recipient from attention and interest to concern, advocacy, and support. It can do this best if it conveys a very real sense of conviction by the signer.
7. *Character of the cause.* The appeal letter should be in keeping with the character of the cause it advances; it should sound like the signer; and it should be appropriate for the recipient.
8. *Repetition and continuity.* A mail-appeal effort should provide for one or more follow-up letters. It is better to appeal to the same good names three times than to write only once to a list three times as large.
9. *Desired level of giving.* Once a donor starts to give at a certain

level, usually he is not easily or quickly persuaded to raise his giving sights. It is therefore important to obtain the first gift at the desired level.

10. *Worth, not just need.* Large contributions tend to be given to worthy institutions rather than just to needy causes.

A list of "Don'ts" may be helpful for the writer to keep in mind in drafting an appeal letter:

1. Don't be obscure, fanciful, or wordy.
2. Don't be tricky, avant-garde, ponderous, or learned.
3. Don't oversell.
4. Don't ordinarily have a professional sign an appeal letter; a professional cannot be as effective as a volunteer.
5. Don't think that words can make up for a weak case for support.
6. Don't focus on money that is needed; talk about program, which is the best way to attract support.
7. Don't use a signer of an appeal that the reader would know could not or would not have signed the letter, even though the signature is made to look real.
8. Don't emphasize tax deductibility, though it should be mentioned. People don't make gifts only because they are tax deductible; and if they did, they could give to practically any other organization.
9. Don't accept layout or artwork which does not help readability. Mail appeal is judged by the gifts it attracts, not by the art awards it wins.
10. Don't forget that in making the case for support the cause should be bigger than the organization that advances it.
11. Don't let those who must approve the draft of an appeal homogenize its content so that it loses its effectiveness.
12. Don't be afraid to take a chance and break the rules when it's needed.
13. Don't expect a letter to be anywhere near as effective as a visit or telephone call.

Here are some tips on the mechanics of a mail-appeal effort:

1. Develop your own lists of prospects. Beware of renting such lists as "10,000 wealthy widows" or "25,000 yacht owners."

2. Never use a list that has not been carefully checked for accuracy.
3. Make sure that a signer of an appeal letter addresses each recipient appropriately and signs accordingly.
4. Enclose a leaflet in a mail appeal if it helps dramatize the cause through words and pictures. An annual report, if brief, can be used. A return-addressed envelope, with a short program statement on the inside flap, should be enclosed.
5. Arrange for publicity to break as close as possible to the date the appeal letters will be delivered.
6. Remember that testing is the secret ingredient of successful mail appeals. Until an appeal mailing is tested—to see how it draws—its effectiveness is undetermined. Therefore, records (the maintenance of day-to-day data on responses to mailings) are important.
7. Acknowledgments of gifts and appreciation for them deserve special attention. If gifts are promptly and gratefully acknowledged, donors can more confidently be expected to give again and in greater measure.
8. It is thoughtful, as well as rewarding, to communicate with donors at times other than when they are asked or thanked for their support. They should be kept informed periodically of the programs and services that their generosity helps make possible.
9. The type used in an appeal letter and its enclosures should be sufficiently large so they can be easily read. Prospective donors with the greatest giving capacity often have the weakest eyes; and making them strain will not encourage generous responses.
10. The use of wide margins and short paragraphs also makes for readability.
11. The letterhead, whenever possible, should carry names that mean something in the community. Responsible names beget confidence in a cause.
12. The letterhead of the signer of an appeal letter could often be more effective than the organization's.
13. Multiple or facsimile signatures are often undesirable, as they

can destroy the illusion of personalization and give the impression of a mass mailing.

14. Postage stamps on return envelopes may increase the percentage of returns, but they can be criticized on the grounds of expense.
15. The use of color on letterheads increases expense, but it also usually increases the response. It should be tested.
16. Remit or return gimmicks are frowned on, and often generate more animosity than support.
17. Telephone check-ups with secretaries of important prospects —just to make sure the appeal was received—have frequently been effective.
18. Each complaint an organization receives should be accorded a hearty welcome and prompt personal attention. A complaint could represent a chance to develop a thoughtful supporter.
19. Postscripts have a high attention value.

These suggestions could be important because mail appeal returns are apt to be relatively modest:

1. Weigh the feasibility of taking the top 10 percent of annual donors and enlisting volunteers to solicit them in person. The results should be rewarding.
2. Ask volunteers who sign appeal letters to write 10 genuinely personal appeals.
3. Give the prospective donor a clear idea of the level of giving that, it is hoped, he would consider. He should know, and may like to know—even if he does not decide to give that much.
4. Include in an appeal mailing a list of gift opportunities and a gift amount for each. This is an effecuve and acceptable way of indicating to donors the levels of gifts that are desired.
5. Indicate the additional funds needed over last year's goal, and the reasons that caused the increase, when requesting donors to upgrade the level of their gifts.

For satisfying results, a mail-appeal effort should combine the highest degree of personalization with a planned and continuous program of cultivation, solicitation, follow-up, acknowledgment, and appreciation.

Department of the Treasury
Internal Revenue Service

Deductibility of Payments Made to Charities Conducting Fund-Raising Events

From the Commissioner

As Commissioner of Internal Revenue, I am sending this message to charities to ask your help in more accurately informing taxpayers as to the deductibility of payments by patrons of your fund-raising events.

I am concerned that sponsors of fund-raising events have often failed to provide written information on the extent to which payments for such affairs are deductible as charitable contributions. There has been widespread misunderstanding of the limitations on the deductibility of such payments. This misunderstanding has led, of course, to erroneous tax reporting of these payments by some patrons.

The Congress also has evidenced some concern in this area. The House Budget Committee, in its Report on the Omnibus Budget Reconciliation Act of 1987, page 1607, states that it "is concerned that some charitable organizations may not make sufficient disclosure, in soliciting donations, membership dues, payments for admissions or merchandise, or other support, of the extent (if any) to which the payor may be entitled to charitable contributions for such payments." The Report, on page 1608, then states:

> "...the committee anticipates that the Internal Revenue Service will monitor the extent to which taxpayers are being furnished accurate and sufficient information by charitable organizations as to the nondeductibility of payments to such organizations, where benefits or privileges are received in return, so that taxpayers can correctly compute their Federal income tax liability. The committee also anticipates that groups representing the charitable community will further educate their members as to the applicable tax rules and provide guidance as to how charities can provide appropriate information in this regard."

Publication 1391 (6-88)

Because of this expression of Congressional interest, as well as the continued concern of IRS, I shall institute a Special Emphasis Program for the 1988 tax year. It will focus on the fund-raising practices of charitable organizations, as well as organizations that perform fund-raising functions for charities. Through this Special Emphasis Program, the IRS shall seek to ascertain the extent to which taxpayers are furnished accurate and sufficient information concerning the deductibility of their contributions.

In applying the law, there is a presumption that the total amount paid represents the fair value of substantial benefits received in return—thus eliminating any charitable contribution deduction. Organizations, nevertheless, can use these fund-raising affairs to solicit gifts—and they can help ensure that these gifts will be recognized as deductible—if they follow certain relatively simple soliciting and receipting practices.

Revenue Ruling 67-246, 1967-2 C.B. 104, describes the rules on charitable contributions and gives a number of examples illustrating how the rules apply in common situations. The full text of the ruling follows this message. I hope you will keep this ruling in mind if your organization sponsors or participates in a fund-raising event.

I would particularly like to emphasize that part of the ruling which states the importance of determining, in advance of solicitation, the portion of payment attributable to the purchase of admission or other privilege and the portion solicited as a gift.

The ruling says that in those cases in which a fund-raising activity is designed to solicit payments intended to be in part a gift and in part the purchase price of admission or other participation in an event, separate amounts should be stated in the solicitation and clearly indicated on any ticket or other evidence of payment furnished to the contributor.

By following this rule, the organization engaged in fund-raising events will be helping taxpayers comply with the income tax laws, as well as avoiding possible embarrassment to itself and its patrons.

If you have any questions regarding Revenue Ruling 67-246, or you would like us to explain how the ruling applies to your particular situation, please contact your local Internal Revenue office.

Lawrence B. Gibbs

Commissioner of Internal Revenue

Rev. Rul. 67-246

Deductibility, as charitable contributions under section 170 of the Internal Revenue Code of 1954, of payments made by taxpayers in connection with admission to or other participation in fund-raising activities for charity such as charity balls, bazaars, banquets, shows, and athletic events.

Advice has been requested concerning certain fund-raising practices which are frequently employed by or on behalf of charitable organizations and which involve the deductibility, as charitable contributions under section 170 of the Internal Revenue Code of 1954, of payments in connection with admission to or other participation in fund-raising activities for charity such as charity balls, bazaars, banquets, shows, and athletic events.

Affairs of the type in question are commonly employed to raise funds for charity in two ways. One is from profits derived from sale of admissions or other privileges or benefits connected with the event at such prices as their value warrants. Another is through the use of the affair as an occasion for solicitation of gifts in combination with the sale of the admissions or other privileges or benefits involved. In cases of the latter type the sale of the privilege or benefit is combined with solicitation of a gift or donation of some amount in addition to the sale value of the admission or privilege.

The need for guidelines on the subject is indicated by the frequency of misunderstanding of the requirements for deductibility of such payments and increasing incidence of their erroneous treatment for income tax purposes.

In particular, an increasing number of instances are being reported in which the public has been erroneously advised in advertisements or solicitations by sponsors that the entire amounts paid for tickets or other privileges in connection with fund-raising affairs for charity are deductible. Audits of returns are revealing other instances of erroneous advice and misunderstanding as to what, if any, portion of such payments is deductible in various circumstances. There is evidence also of instances in which taxpayers are being misled by questionable solicitation practices which make it appear from the wording of the solicitation that taxpayer's payment is a "contribution," whereas the payment solicited is simply the purchase price of an item offered for sale by the organization.

Section 170 of the Code provides for allowance of deductions for charitable contributions, subject to certain requirements and limitations. To the extent here relevant a charitable contribution is defined by that section as "a contribution or gift to or for the use of" certain specified types of organizations.

To be deductible as a charitable contribution for Federal income tax purposes under section 170 of the Code, a payment to or for the use of a qualified charitable organization must be a gift. To be a gift for such purposes in the present context there must be, among other requirements, a payment of money or transfer of property without adequate consideration.

As a general rule, where a transaction involving a payment is in the form of a purchase of an item of value, th presumption arises that no gift has been made for charitable contribution purposes, the presumption being that the payment in such case is the purchase price.

BEST COPY AVAILABLE

Thus, where consideration in the form of admissions or other privileges or benefits is received in connection with payments by patrons of fund-raising affairs of the type in question, the presumption is that the payments are not gifts. In such case, therefore, if a charitable contribution deduction is claimed with respect to the payment, the burden is on the taxpayer to establish that the amount paid is not the purchase price of the privileges or benefits and that part of the payment, in fact, does qualify as a gift.

In showing that a gift has been made, an essential element is proof that the portion of the payment claimed as a gift represents the excess of the total amount paid over the value of the consideration received therefor. This may be established by evidence that the payment exceeds the fair market value of the privileges or other benefits received by the amount claimed to have been paid as a gift.

Another element which is important in establishing that a gift was made in such circumstances, is evidence that the payment in excess of the value received was made with the intention of making a gift. While proof of such intention may not be an essential requirement under all circumstances and may sometimes be inferred from surrounding circumstances, the intention to make a gift is, nevertheless, highly relevant in overcoming doubt in those cases in which there is a question whether an amount was in fact paid as a purchase price or as a gift.

Regardless of the intention of the parties, however, a payment of the type in question can in any event qualify as a deductible gift only to the extent that it is shown to exceed the fair market value of any consideration received in the form of privileges or other benefits.

In those cases in which a fund-raising activity is designed to solicit payments which are intended to be in part a gift and in part the purchase price of admission to or other participation in an event of the type in question, the organization conducting the activity should employ procedures which make clear not only that a gift is being solicited in connection with the sale of the admissions or other privileges related to the fund-raising event, but also, the amount of the gift being solicited. To do this, the amount properly attributable to the purchase of admissions or other privileges and the amount solicited as a gift should be determined in advance of solicitation. The respective amounts should be stated in making the solicitation and clearly indicated on any ticket, receipt, or other evidence issued in connection with the payment.

In making such a determination, the full fair market value of the admission and other benefits or privileges must be taken into account. Where the affair is reasonably comparable to events for which there are established charges for admission, such as theatrical or athletic performances, the established charges should be treated as fixing the fair market value of the admission or privilege. Where the amount paid is the same as the standard admission charge there is, of course, no deductible contribution, regardless of the intention of the parties. Where the event has no such counterpart, only that portion of the payment which exceeds a reasonable estimate of the fair market value of the admission or other privileges may be designated as a charitable contribution.

The fact that the full amount or a portion of the payment made by the taxpayer is used by the organization exclusively for charitable purposes has no bearing upon the determination to be made as to the value of the admission or other privileges and the amount qualifying as a contribution.

Also, the mere fact that tickets or other privileges are not utilized does not entitle the patron to any greater charitable contribution deduction than would otherwise be allowable. The test of deductibility is not whether the right to admission or privileges is exercised but whether the right was accepted or rejected by the taxpayer. If a patron desires to support an affair, but does not intend to use the tickets or exercise the other privileges being offered with the event, he can make an outright gift of the amount he wishes to contribute, in which event he would not accept or keep any ticket or other evidence of any privileges related to the event connected with the solicitation.

The foregoing summary is not intended to be all inclusive of the legal requirements relating to deductibility of payments as charitable contributions for Federal income tax purposes. Neither does it attempt to deal with many of the refinements and distinctions which sometimes arise in connection with questions of whether a gift for such purposes has been made in particular circumstances.

The principles stated are intended instead to summarize with as little complexity as possible, those basic rules which govern deductibility of payments in the majority of the circumstances involved. They have their basis in section 170 of the Code, the regulations thereunder, and in court decisions. The observance of these provisions will provide greater assurance to taxpayer contributors that their claimed deductions in such cases are allowable.

Where it is disclosed that the public or the patrons of a fund-raising affair for charity have been erroneously informed concerning the extent of the deductibility of their payments in connection with the affair, it necessarily follows that all charitable contribution deductions claimed with respect to payments made in connection with the particular event or affair will be subject to special scrutiny and may be questioned in audit of returns.

In the following examples application of the principles discussed above is illustrated in connection with various types of fund-raising activities for charity. Again, the examples are drawn to illustrate the general rules involved without attempting to deal with distinctions that sometimes arise in special situations. In each instance, the charitable organization involved is assumed to be an organization previously determined to be qualified to receive deductible charitable contributions under section 170 of the Code, and the references to deductibility are to deductibility as charitable contributions for Federal income tax purposes.

Example 1:

The *M* Charity sponsors a symphony concert for the purpose of raising funds for *M*'s charitable programs. *M* agrees to pay a fee which is calculated to reimburse the symphony for hall rental, musicians' salaries, advertising costs, and printing of tickets. Under the agreement, *M* is entitled to all receipts from ticket sales. *M* sells tickets to the concert charging $5 for balcony seats and $10 for orchestra circle seats. These prices approximate the established admission charges for concert performances by the symphony orchestra. The tickets to the concert and the advertising material promoting ticket sales emphasize that the concert is sponsored by, and is for the benefit of *M* Charity.

Notwithstanding the fact that taxpayers who acquire tickets to the concert may think they are making a charitable contribution to or for the benefit of *M* Charity, no part of the payments made is deductible as a

BEST COPY AVAILABLE

charitable contribution for Federal income tax purposes. Since the payments approximate the established admission charge for similar events, there is no gift. The result would be the same even if the advertising materials promoting ticket sales stated that amounts paid for tickets are "tax deductible" and tickets to the concert were purchased in reliance upon such statements. Acquisition of tickets or other privileges by a taxpayer in reliance upon statements made by a charitable organization that the amounts paid are deductible does not convert an otherwise nondeductible payment into a deductible charitable contribution.

Example 2:

The facts are the same as in *Example 1*, except that the *M* Charity desires to use the concert as an occasion for the solicitation of gifts. It indicates that fact in its advertising material promoting the event, and fixes the payments solicited in connection with each class of admission at $30 for orchestra circle seats and $15 for balcony seats. The advertising and tickets clearly reflect the fact that the established admission charges for comparable performances by the symphony orchestra are $10 for orchestra circle seats and $5 for balcony seats, and that only the excess of the solicited amounts paid in connection with the admission to the concert over the established prices is a contribution to *M*.

Under these circumstances a taxpayer who makes a payment of $60 and receives two orchestra circle seat tickets can show that his payment exceeds the established admission charge for similar tickets to comparable performances of the symphony orchestra by $40. The circumstances also confirm that that amount of the payment was solicited as, and intended to be, a gift to *M* Charity. The $40, therefore, is deductible as a charitable contribution.

Example 3:

A taxpayer pays $5 for a balcony ticket to the concert described in *Example 1*. This taxpayer had no intention of using the ticket when he acquired it and he did not, in fact, attend the concert.

No part of the taxpayer's $5 payment to the *M* Charity is deductible as a charitable contribution. The mere fact that the ticket to the concert was not used does not entitle the taxpayer to any greater right to a deduction than if he did use it. The same result would follow if the taxpayer had made a gift of the ticket to another individual. If the taxpayer desired to support *M*, but did not intend to use the ticket to the concert, he could have made a qualifying charitable contribution by making a $5 payment to *M* and refusing to accept the ticket to the concert.

Example 4:

A receives a brochure soliciting contributions for the support of the *M* Charity. The brochure states: "As a grateful token of appreciation for your help, the *M* Charity will send to you your choice of one of the several articles listed below, depending upon the amount of your donation." The remainder of the brochure is devoted to a catalog-type listing of articles of merchandise with the suggested amount of donation necessary to receive each particular article. There is no evidence of any significant difference between the suggested donation and the fair market value of any such article. The brochure contains the further notation that all donations to *M* Charity are tax deductible.

Payments of the suggested amounts solicited by *M* Charity are not deductible as a charitable contribution. Under the circumstances, the amounts solicited as "donations" are simply the purchase prices of the articles listed in the brochure.

Example 5:

A taxpayer paid $5 for a ticket which entitled him to a chance to win a new automobile. The raffle was conducted to raise funds for the *X* Charity. Although the payment for the ticket was solicited as a "contribution" to the *X* Charity and designated as such on the face of the ticket, no part of the payment is deductible as a charitable contribution. Amounts paid for chances to participate in raffles, lotteries, or similar drawings or to participate in puzzle or other contests for valuable prizes are not gifts in such circumstances, and therefore, do not qualify as deductible charitable contributions.

Example 6:

A women's club, which serves principally as an auxiliary of the *X* Charity, holds monthly membership luncheon meetings. Following the luncheon and any entertainment that may have been arranged, the members transact any membership business which may be required. Attendance of the luncheon meetings is promoted through the advance sale of tickets. Typical of the form of the tickets is the following:

Suburban Women's Club of X County
LUNCHEON—ENTERTAINMENT
Benefit of
The Handicapped Childrens Fund
of
X Charity
Readings by GASTON
Noted Lecturer and Author
THE Z COUNTRY CLUB
Tuesday, October 31, 1967
12:00 Noon $5.50 Donation

While the ticket does not specifically state that the amount is tax deductible, the characterization of the $5.5 price of the ticket as a "donation" is highly misleading ir that it is done in a context which suggests that the price of the ticket is a charitable contribution and, therefore, tax deductible. On the facts recited, no part of the payment is deductible, since there is no showing that any part of the price of the ticket is in fact a gift of an amount in excess of the fair market value of the luncheon and entertainment.

Example 7:

In support of its summer festival program of 10 free public concerts, the *M* Symphony, a charitable organization, mails out brochures soliciting contributions from its patrons. The brochure recites the purposes and activities

BEST COPY AVAILABLE

of the organization, and as an inducement to contributors states that:

"A contribution of $20 entitles the donor to festival membership for the season and free admission to the premiere showing of the motion picture * * * starring * * * and * * *.

Cocktails—7:00 P.M. Curtain—8:15 P.M.

This special premiere performance is not open to the public.

* * * * *

"Your contribution will benefit an important community function; it also entitles you to choice reserved seats for all summer festival concerts and events."

The envelope furnished for mailing in payments contains the following:

"Enclosed is my tax-deductible membership contribution to the *M* Symphony summer concert program in the amount of $_____.

"☐ Send me _____ tickets to the May 1 premiere performance.

"☐ I do not desire to attend the special premiere performance for festival members, but I am enclosing my contribution."

A taxpayer mails in a payment of $20, indicating on the envelope form that he desires a ticket to the premiere showing of the film.

No part of the payment is deductible as a charitable contribution. Payment of the $20 entitles an individual not only to the privilege of attending the cocktail party and the premiere showing of the film, but also the privilege of choice reserved seats for the summer festival concerts. Under the circumstances, no part of the payment qualifies as a gift, since there is no showing that the payment exceeds the fair market value of the privileges involved. Even if a "contributor" indicates he does not desire to attend the cocktail party and premiere showing of the film, it would still be incorrect for the organization to characterize the $20 payment as a deductible charitable contribution, since under these circumstances the fair market value of the privilege of having choice reserved seats for attending the concerts would, in all likelihood, exceed the amount of the payment. However, if the taxpayer wishes to support the *M* Symphony, and advises the organization that he does not desire the ticket to the premiere and does not want seats reserved for him, the amount contributed to *M* is deductible as a charitable contribution.

Example 8:

In order to raise funds, *W* Charity plans a theater party consisting of admission to a premiere showing of a motion picture and an after-theater buffet. The advertising material and tickets to the theater party designate $5 as an admission charge and $10 as a gift to *W* Charity. The established admission charge for premiere showings of motion pictures in the locality is $5.

Notwithstanding *W*'s representations respecting the amount designated as a gift, the specified $10 does not qualify as a deductible charitable contribution because *W*'s allocation fails to take into account the value of admission to the buffet dinner.

Example 9:

The *X* Charity sponsors a fund-raising bazaar, the articles offered for sale at the bazaar having been contributed to *X* by persons desiring to support *X*'s charitable programs. The prices for the articles sold at the bazaar are set by a committee of *X* with a view to charging the full fair market value of the articles.

A taxpayer who purchases articles at the bazaar is not entitled to a charitable contribution deduction for any portion of the amount paid to *X* for such articles. This is true even though the articles sold at the bazaar are acquired and sold without cost to *X* and the total proceeds of the sale of the articles are used by *X* exclusively for charitable purposes.

Example 10:

The members of the *M* Charity undertake a program of selling Christmas cards to raise funds for the organization's activities. The cards are purchased at wholesale prices and are resold at prices comparable to the prices at which similar cards are sold by regular retail outlets. On the receipts furnished to its customers, the difference between the amount received from the customer and the wholesale cost of the cards to the organization is designated by the organization as a tax-deductible charitable contribution.

The organization is in error in designating this difference as a tax-deductible charitable contribution. The amount paid by customers in excess of the wholesale cost of the cards to the organization is not a gift to the organization, but instead is part of the purchase price or the fair market value of the cards at the retail level.

Example 11:

In support of the annual fund-raising drive of the *X* Charity, a local department store agrees to award a transistor radio to each person who contributes $50 or more to the charity. The retail value of the radio is $15. *B* receives one of the transistor radios as a result of his contribution of $100 to *X*. Only $85 of *B*'s payment to *X* qualifies as a deductible charitable contribution. In determining the portion of the payment to a charitable organization which is deductible as a charitable contribution in these circumstances, the fair market value of any consideration received for the payment from any source must be subtracted from the total payment.

Example 12:

To assist the *Y* Charity in the promotion of a Halloween Ball to raise funds for *Y*'s activities, several individuals in the community agree to pay the entire costs of the event, including the costs of the orchestra, publicity, rental of the ballroom, refreshments, and any other necessary expenses. Various civic organizations and clubs agree to undertake the sale of tickets for the dance. The publicity and solicitations for the sale of the tickets emphasize the fact that the entire cost of the ball is being borne by anonymous patrons of *Y* and by the other community groups, and that the entire gross receipts from the sale of the tickets, therefore, will go to *Y* Charity. The price of the tickets, however, is set at the fair market value of admission to the event.

No part of the amount paid for admission to the dance is a gift. Therefore, no part is deductible as a charitable contribution. The fact that the event is conducted entirely without cost to *Y* Charity and that the full amount of the admission charge goes directly to *Y* for its uses has no bearing on the deductibility of the amounts paid for admission, but does have a bearing on the deductibility of the amounts paid by the anonymous patrons of the event. The test is not the cost of the event to *Y*, but the fair market value of the consideration received by the purchaser of the ticket or other privileges for his payment.

BEST COPY AVAILABLE

8283
ctober 1985)
ment of the Treasury
Revenue Service

Noncash Charitable Contributions

▶ Attach to Your Federal Income Tax Return

OMB No. 1545-0908
Expires 9-30-88
55

as shown on your income tax return | Identification number

ion A.—Contribution of property if the total claimed value of all property contributed exceeds $500. *(If the value of one item or group of similar items, other than publicly traded securities, exceeds $5,000, complete only Section B for that property.)*

I Information on Donated Property

(a) Name and address of the donee organization	(b) Description of donated property (attach a separate sheet if more space is needed)

(c) Date of the contribution	(d) Date acquired by donor (mo., yr.)	(e) How acquired by donor	(f) Donor's cost or adjusted basis	(g) Fair market value	(h) Method used to determine the fair market value

II Other Information—Complete questions 2 and 3 only if you gave less than the entire interest in property or if restrictions were attached to the contribution.

less than the entire interest in the property is contributed during the year, complete the following:

a) Total amount claimed as a deduction for the property listed in Part I for this tax year _____;
for any prior tax year(s) _____.

b) Name and address of each organization to which any such contribution was made in a prior year (complete only if different from the donee organization above).

Charitable organization (Donee) name

Number and street

City or town, state, and ZIP code

c) The place where any tangible property is located or kept. _____

d) Name of any person, other than the donee organization, having actual possession of the property. _____

f conditions were attached to the contribution, answer the following questions:	Yes	No
a) Is there a restriction either temporarily or permanently on the donee's right to use or dispose of the donated property?		
b) Did you give to anyone (other than the donee organization or another organization participating with the donee organization in cooperative fundraising) the right to the income from the donated property or to the possession of the property, including the right to vote donated securities, to acquire the property by purchase or otherwise, or to designate the person having such income, possession, or right to acquire?		
c) Is there a restriction limiting the donated property for a particular use?		

aperwork Reduction Act Notice, see separate instructions. Form **8283** (Rev. 10-85)

BEST COPY AVAILABLE

(s) as shown on your income tax return (Do not enter name and identification number if shown on the other side.) | Identification Number

tion B.—Appraisal Summary—Contribution of property if the claimed value of one item or group of similar items exceeds $5,000. *(Report contributions of publicly traded securities only in Section A.)*

rt I Donee Acknowledgement *(To be completed by the charitable organization)*

This charitable organization acknowledges that it is a qualified organization under section 170(c) and that it received the donated property as described in Part II on _____ (Date).

Furthermore, this organization affirms that in the event it sells, exchanges, or otherwise disposes of the property (or any portion thereof) within two years after the date of receipt, it will file an information return (Form 8282, Donee Information Return) with the IRS and furnish the donor a copy of that return. This acknowledgement does not represent concurrence in the claimed fair market value.

Charitable organization (Donee) name	Employer identification number
Number and street	
City or town, state, and ZIP code	

Authorized signature | Title | Date

rt II Information on Donated Property *(To be completed by the taxpayer and/or appraiser)*

(a) Description of donated property (attach a separate sheet if more space is needed)	(b) Date acquired by donor (mo., yr.)	(c) How acquired by donor	(d) Donor's cost or adjusted basis	(e) Appraised fair market value

If tangible property was donated, a brief summary of the overall physical condition of the property at the time of the gift.

rt III Certification of Appraiser *(To be completed by the appraiser of the above donated property)*

declare that I am not the donor, the donee, a party to the transaction in which the donor acquired the property, employed by or related to any of the going persons, or a person whose relationship to any of the foregoing persons would cause a reasonable person to question my independence as an raiser.

lso, I declare that I hold myself out to the public as an appraiser and that because of my qualifications as described in the appraisal, I am qualified to ke appraisals of the type of property being valued. I certify the appraisal fees were not based upon a percentage of the appraised property value. rthermore, I understand that a false or fraudulent overstatement of the property value as described in the qualified appraisal or this appraisal summary y subject me to the civil penalty under section 6701(a) (aiding and abetting the understatement of tax liability). I affirm that I have not been barred from senting evidence or testimony by the Director of Practice.

ease
gn
re Signature ▶ Title ▶ Date ▶

siness address | Identification number

y or town, state, and ZIP code

• U.S. GOVERNMENT PRINTING OFFICE: 1988 • 491-473/20033

Department of the Treasury
Internal Revenue Service

Instructions for Form 8283

(Revised October 1985)

Noncash Charitable Contributions

(Section references are to the Internal Revenue Code, unless otherwise noted.)

General Instructions

Paperwork Reduction Act Notice.—We ask for this information to carry out the Internal Revenue laws of the United States. We need it to ensure that taxpayers are complying with these laws and to allow us to figure and collect the right amount of tax. You are required to give us this information.

Purpose of Form

You must attach Form 8283 to your return if you claim a deduction for a charitable contribution of property other than cash if the total claimed value of all property contributed exceeds $500. Depending on the value and type of property, you may need to complete Section A, Section B, or both.

Who Must File

- Individuals.
- Closely held corporations.
- Personal service corporations.
- Partnerships.
- S corporations.

When to File

File this form with your tax return for the tax year in which you contributed the property and first deducted it on your return.

Specific Instructions

Identification Number.—Individuals must enter their social security number; all others should enter their employer identification number.

Section A

If you are required to file Form 8283, as explained under **Purpose of Form**, complete Section A for contributions of property with a claimed value of $5,000 or less, or publicly traded securities. If the value of any item, or group of similar items (other than publicly traded securities), is more than $5,000, complete only Section B for that item(s). Contributions of publicly traded securities should be reported in Section A only.

Partnerships and S corporations.—A partnership (S corporation) that makes contributions of property with a claimed fair market value over $500 must file Form 8283 with its tax return. However, it does not have to provide a copy of this form to the partners (shareholders) unless the fair market value of any item or group of similar items exceeds $5,000. For contributions of property over $5,000, see the **Note** under **Section B** for additional information.

Partners and Shareholders.—The partnership (S corporation) must provide you with additional information with your Schedule K-1 (Form 1065 or Form 1120S) showing your share of the fair market value of contributed property. Combine this amount with any noncash contributions which you made to see if you must file Form 8283.

You do not have to provide all the information requested in Section A for your share of the partnership (S corporation) contributions not in excess of $5,000. Do not complete line 1, columns (a)-(f) and (h). Instead, write "From Schedule K-1 (Form 1065 or Form 1120S)" across columns (c)-(f). You must enter your share of the claimed fair market value on line 1, column (g).

Part I, Information on Donated Property

Line 1, column (a).—Enter the name and address of the donee organization to which the property was contributed.

Line 1, column (b).—Describe the property in reasonably sufficient detail. The greater the value of the property the more detail is needed, for example, a car should be described in greater detail than a contribution of pots and pans to a donee organization.

For securities, the description should include:

- name of the issuer;
- kind of security; and
- whether or not the security is regularly traded on a stock exchange or in an over-the-counter market.

Line 1, column (d).—Enter the approximate date you acquired the property. If the property was created, produced, or manufactured by or for you, enter the date the property was substantially completed.

Line 1, column (e).—State how you acquired the property, i.e. by purchase, gift, inheritance, or exchange.

Line 1, column (f).—Complete this column, cost or adjusted basis, for all property except:

- Publicly traded securities; or
- Property held six months or more for which the information is not available.

If you do not have to complete column (f), be sure to keep your records regarding the property's cost or other basis.

Note: *If you have reasonable cause for not providing the acquisition date in column (d) or the cost basis when required in column (f), attach an explanation.*

Line 1, column (g).—Enter the fair market value of the property on the date you contributed it. The fair market value is the price a willing buyer would pay a willing seller when neither has to buy or sell and both are aware of the conditions of the sale. If you donate property, other than certain publicly traded stock, with a fair market value that is more than your basis in it, you may have to reduce the fair market value to all or part of the increase in value when you figure your deduction. The amount of the reduction depends on whether the property is ordinary income property or capital gain property.

Property is ordinary income property if a sale on the date it was contributed would have resulted in ordinary income or in short-term capital gain. Examples of ordinary income property are inventory, works of art created by the donor, manuscripts prepared by the donor, and capital assets held for six months or less (one year or less if acquired before June 23, 1984). The deduction for a gift of ordinary income property is limited to the fair mark value less the amount that would be ordinary income if the property were sold at its fair market value.

Capital gain property is property that would result in long-term capital gain if it were sold at its fair market value on the date of contribution. It includes certain rea property and depreciable property used in your trade or business, and generally held for more than 6 months (one year for property acquired before June 23, 1984). You usually may deduct gifts of capital gai property at their fair market value. However, you must reduce the fair market value by 40% of the appreciation if: the capital gain property is contributed to certain private nonoperating foundations; you choose the 50% limit instead of the special 30% limit; or the contributed property is tangible personal property that put to an unrelated use by the charity.

Attach a computation showing your reduction to the fair market value. For mor information, get **Publication 526**, Charitable Contributions. If you contribute depreciable property, also get **Publication 544**, Sales and Other Dispositions of Assets.

If your donation qualifies as a "qualified conservation contribution" under section 170(h), attach a statement that shows the claimed fair market value of the underlying property before and after the gift and the conservation purpose furthered by the gift.

For additional information, see Publication 526.

Line 1, column (h).—Enter the method(s you used to determine the fair market valu of your donation. The fair market value of used household goods and clothing is usually much lower than the price paid when new. For this reason, standard formulas or methods to value this kind of property are generally not appropriate. A good measure of value for this kind of property might be the price that buyers of these used items actually pay in consignment or thrift shops.

If household items are valuable because of their age or uniqueness or for clothing such as furs or very expensive gowns, a wri ten appraisal from a qualified and reputabl source might be appropriate.

Other items which lend themselves to appraisals are jewelry and gems (other tha "costume" jewelry), paintings, antiques, and real estate.

BEST COPY AVAILABLE

For hobby collections, indicators of fair market value are trade publications, catalogs, dealers' price lists, and specialized hobby periodicals. However, these sources are not always reliable. For example, a dealer may sell an item for much less than shown on a price list. If you are donating a valuable collection, you should get an appraisal.

For vehicles, certain commercial firms and trade organizations publish dealer sales prices or dealer-average prices. These prices are not "official" and are not considered an appraisal. However, they do provide a suggested price for comparison with current sales and offerings in your area.

Examples of entries to make in this column include:

- "Appraisal."
- "Thrift Shop Value" (for clothing or household goods).
- "Catalog" (for stamp or coin collections, etc.).
- "Comparable Sales" (for real estate and other kinds of assets).

See Publication 561, Determining the Value of Donated Property, for more information on methods of valuing different kinds of property.

Part II, Other Information

Attach a separate statement if there is more than one property to which Part II applies. Give the information which the form requires for each property separately.

Line 2.—Complete lines 2(a)–2(d) only if you contributed less than the entire interest in the donated property during the tax year. Enter on line 2(a) the amount claimed as a deduction for this year and in any earlier tax years for gifts of a partial interest in the same property. If the organization that received the prior interest in the property is the same as the one listed on line 1 column (a), you do not have to complete line 2(b). Enter the name and address of the organization only if it is different from the one entered in Part I.

If the donated property is tangible property, state on line 2(c) where it is located. If any person other than the donee organization has possession of the donated property, include the name of the person on line 2(d).

Line 3.—Complete lines 3(a)–3(c) only if you attached restrictions to the right to the income, use, or disposition of the donated property. Check the appropriate "yes/no" block. Attach a statement explaining:

- The terms of any agreement or understanding that relates to the income, use, sale, or other disposition of the property; and
- Whether the property is designated for a particular use; e.g., the use of donated furniture in the reading room of the organization's library.

Section B

Complete only Section B for an item of property (or group of similar items) whose total claimed value exceeds $5,000. An exception to this rule is publicly traded securities, which should be reported in Section A only. Also report only in Section A any other item(s) of property with a claimed value of $5,000 or less.

***Note:** A partnership or S corporation must attach Form 8283, Section B, to its Form 1065 (or Form 1120S) if such charitable contributions allocated to all the partners (or shareholders) are greater than $5,000 even though the amount allocated to each individual partner (or shareholder) is $5,000 or less.*

In addition, the partnership (or S corporation) must give a copy of Form 8283 to every partner (or shareholder) who receives an allocation of a deduction for the charitable contribution of property shown in Section B.

The partner (or shareholder) must attach the copy of Form 8283 to the partner's (or shareholder's) tax return.

Caution: Partners (or shareholders) should deduct the amount shown on Schedule K-1 (Form 1065 or Form 1120S), not the amount shown on Form 8283.

Failure to File Form 8283, Section B.—If you give property required to be reported in Section B and you fail to attach Form 8283 to your return, the deduction will not be allowed unless your failure was due to a good faith omission. If the IRS requests that you submit this form because you had not attached it to your return, you have 90 days to submit a completed Section B of Form 8283 before the charitable deduction is disallowed.

Part I, Donee Acknowledgement

The donee organization must complete Part I. Before submitting Form 8283 to the donee for acknowledgement, complete at least your name, identification number, and description of the donated property (line 2, column (a)). If tangible property is donated, you must also describe the physical condition of the property (line 3) at the time of the gift.

The person acknowledging the gift must be an official authorized to sign the tax returns of the organization, or a person specifically designated to sign Form 8283. After completing Part I, the organization must return Form 8283 to you, the donor. A copy of this form must be provided to the donee organization for its records. You may then complete any remaining information required in Part II. Also, Part III may be completed at this time by the qualified appraiser.

Note: *If the donee organization sells, exchanges, transfers, or otherwise disposes of the property within two years after the date of the receipt of the contribution, the organization must file an information return on Form 8282, Donee Information Return, with the IRS and send a copy to the donor.*

Part II, Information on Donated Property

The information provided in Part II must be based on a written appraisal by a qualified appraiser, unless the property donated is nonpublicly traded stock valued at $10,000 or less. Use Part II to summarize your appraisal or appraisals. You do not need to attach the appraisals, but you should keep them for your records.

The appraisal must be made not earlier than 60 days before the date you contribute the property and must be received before the due date (including extensions) of the return on which the deduction is first claimed. For a deduction first claimed on an amended return, the appraisal must be received before the date the amended return was filed.

A separate qualified appraisal and a separate Form 8283 is required for each item of property except for an item which is part of a group of similar items of property. Similar items of property are items of the same generic category or type, such as stamps, coins, lithographs, paintings, photographs, books, nonpublicly traded stock, land, or buildings. Only one qualified appraisal is required for a group of similar items of property contributed in the same tax year, provided the appraisal includes a the required information for each item.

The appraiser may select any items whc aggregate value is appraised at $100 or le for which a group description rather than a specific description of each item will suffic

If similar items of property are given to more than one donee and the total is more than $5,000, a separate Form 8283 must be attached for each donee. For example, you deduct $2,000 for books given to College A, and $2,500 for books given to College B, and $900 for books given to a public library, you must attach a separate Form 8283 for each donee.

See Temporary regulations section 1.170A-13T(c)(3)(i)-(ii) for a definition of qualified appraisal and for information to t included in the appraisal.

Line 2.—In column (a) describe the property in enough detail so that a person who is not familiar with the type of propert could determine that the property appraise is the property that was contributed.

Include in column (e) the fair market va from the qualified appraisal. For nonpublic traded stock for which a qualified appraisa was not required, include the fair market value you determine to be correct.

If you have reasonable cause for being unable to provide the information for columns (b), (c), and (d), attach an appropriate explanation to Form 8283 to prevent your deduction from being automatically disallowed.

Part III, Certification of Appraiser

You must have an appraiser complete Part III for any property for which an appraisal i required. This section **MUST** be complete in order for the individual to be considered qualified appraiser. See Temporary regulations section 1.170A-13T(c)(5) for a definition of a qualified appraiser.

Persons who cannot be qualified appraisers are listed in the Certification of Appraiser (Part III) of Form 8283. Usually, party to the transaction will not qualify to sign the certification. However, a person who sold, exchanged, or gave the property to the donor may sign the certification if th property is donated within two months of the date the donor acquired it, and the property's appraised value does not exceed its acquisition price.

An appraiser may not be considered qualified if the donor had knowledge of fac which would cause a reasonable person to expect the appraiser to falsely overstate th value of the donated property. An indicatic that this is true is an agreement between t donor and the appraiser concerning the amount at which the property will be value and such amount exceeds the fair market value of the property.

Usually, appraisal fees cannot be based on a percentage of the appraised property value, unless the fees were paid to certain not-for-profit associations. See Temporary regulations section 1.170A-13T(c)(6)(ii) fc the requirements which have to be met.

BEST COPY AVAILABLE

Form **8282**
(February 1985)
Department of the Treasury
Internal Revenue Service

Donee Information Return

(Sale, Exchange, or Trade of Donated Property)

OMB No. 1545-0908
Expires 12-31-87

Give Copy to Donor

Please Print or Type

Charitable organization (donee) name | Employer identification number

Number and street

City or town, state, and ZIP code

Name of donor(s) who contributed the gift | Donor identification number

Donor address (Number and street)

City, town or post office, state and ZIP code

(a) Description of donated property sold, exchanged, or traded (Attach a separate sheet if more space is needed)	(b) Date item(s) contributed	(c) Date item(s) sold, exchanged, or traded	(d) Amount received

Instructions

Paperwork Reduction Act Notice.—We ask for this information to carry out the Internal Revenue laws of the United States. We need it to ensure that taxpayers are complying with these laws and to allow us to figure and collect the right amount of tax. You are required to give us this information.

New Law.—The Tax Reform Act of 1984 (P.L. 98-369) requires the donee of any **charitable deduction property** who sells, exchanges, or otherwise disposes of the property within two years after the date of receipt of the property to file the information shown on this return with the Internal Revenue Service.

Charitable Deduction Property.—The term "charitable deduction property" means any property (other than money or publicly traded securities) contributed after December 31, 1984, with respect to which the donee signed Form 8283, Noncash Charitable Contributions Appraisal Summary.

When to File.—Form 8282 must be filed with the IRS within 90 days after the donee disposes of the property. Also, the donee must send a copy of this form to the donor.

Where to File.—File this form with the Internal Revenue Service Center in Cincinnati, OH 45944.

Penalties.—Failure to file this information return and failure to furnish a copy of this return to the donor will make the charitable organization liable for a $50 penalty for each failure. See sections 6652, 6676, and 6678 of the Internal Revenue Code.

SECTION IX-C HAS BEEN EXCISED
DUE TO COPYRIGHT RESTRICTIONS

See: Folpe, Herbert K., and Hamlin, Dan W. "An Audit Challenge to the Nonprofit Sector: The Impact of OMB Circular A-133" Management Issues: A Newsletter for Governing Boards and Senior Management, March 1990. (Published by KPMG Peat Marwick, 345 Park Avenue, New York, NY 10154)

PROFESSIONAL SUPPORT ORGANIZATIONS

THE NETWORK OF CALIFORNIA COMMUNITY COLLEGE FOUNDATIONS
Patricia Cole
President
Rancho Santiago College
17th at Bristol
Santa Ana, CA 92706
(714) 667-3198

THE COMMUNITY COLLEGE FOUNDATION
717 K Street-Suite 400
Sacramento, CA 95814

NATIONAL COUNCIL FOR RESOURCE DEVELOPMENT
An Affiliate of The American Association of
Community and Junior Colleges
One Dupont Circle, NW-Suite 410
Washington, DC 20036-1176

NATIONAL SOCIETY OF FUNDRAISING EXECUTIVES
National Services Office
1101 King Street-Suite 3000
Alexandria, VA 22314

THE FOUNDATION CENTER
79 Fifth Avenue
New York, NY 10003

THE GRANTSMANSHIP CENTER
1031 South Grand Avenue
Los Angeles, CA 90015

THE SOCIETY FOR NONPROFIT ORGANIZATIONS
6314 Odana Road-Suite 1
Madison, WN 53719

CASE
Council for Advancement and Support of Education
University of Redland
1200 East Colton Avenue
Redland, CA 92373

BIBLIOGRAPHY

Anthes, Earl; Cronin, Jerry and Jackson, Michael, Editors, **THE NONPROFIT BOARD BOOK: STRATEGIES FOR ORGANIZATIONAL SUCCESS**, Independent Community Consultants, 1985.

Borst, Diane and Montana, Patrick, **MANAGING NONPROFIT ORGANIZATIONS. AMACON** (a division of the American Management Association), 1977.

California Attorney General's Office, **ATTORNEY GENERAL'S GUIDE FOR CHARITIES**, October, 1988.

Conrad, William R. and Glen, William E., **THE EFFECTIVE VOLUNTARY BOARD OF DIRECTORS: WHAT IT IS AND HOW IT WORKS**, The Swallow Press, Inc., 1976.

Duca, Diana J., **NONPROFIT BOARDS: A PRACTICAL GUIDE TO ROLES, RESPONSIBILITIES AND PERFORMANCE**, Oryx Press, 1986.

Hummel, Joan, **STARTING AND RUNNING A NONPROFIT ORGANIZATION**, Minneapolis, University of Minnesota Press, 1980.

Mancuso, Anthony, **HOW TO FORM YOUR OWN CALIFORNIA CORPORATION**, Berkeley, Nolo Press, 1989.

Mancuso, Anthony, **THE CALIFORNIA NONPROFIT CORPORATION HANDBOOK**, Berkeley, Nolo Press, 1989.

McConkey, Dale, **MBO FOR NONPROFIT ORGANIZATIONS**, New York: **AMACON**, 1975.

Muehrcke, Jill, Editor, **BOARD LEADERSHIP AND GOVERNANCE**, The Society for Nonprofit Organizations "Leadership Series."

O'Connell, Brian, **THE BOARD MEMBERS BOOK**, The Foundation Center, 1985.

Sharron, W. Harvey, Editor. **THE COMMUNITY COLLEGE FOUNDATION**, N.C.R.D., Washington, D.C., 1982.

Swanson, Andrew, **BUILDING A BETTER BOARD: A GUIDE TO EFFECTIVE LEADERSHIP**, Washington, D.C., The Taft Group, 1984.

The Volunteer Urban Consulting Group, Inc., **HOW TO PLACE PRIVATE SECTOR EXECUTIVES ONTO NONPROFIT BOARDS OF DIRECTORS**, 1982.

BIBLIOGRAPHY

Books

Art of Fund Raising by Irving R. Warner, Harper & Row, NY

Designs for Fund Raising: Principles, Patterns, Techniques, by Harold J. Seymour, McGraw Hill, NY, 1966. The "bible" of fund-raising. Difficult to obtain. Was recently available from Fund Raising Institute (address below) at $33.95

The Encyclopedia of Fund Raising -

Vol I - Charity Auction Management Manual
Vol II - Golf Tournament Management Manual
Vol III - Testamonial Dinner & Luncheon Management Manual
Obtain from Fund Raisers, Inc., 59 West La Sierra, Arcadia, CA 91006

Giving USA, An Annual Yearbook on Philanthropy, American Association of Fund Raising Counsel, Inc., 25 West 43rd Street, NY 10036. Single copies - $25.00

Fund Raising in the United States: Its Role in America's Philanthropy by Scott Cutlip, Rutgers University Press, New Brunswick, NJ (History of fund raising)

Fund Raising: The Guide to Raising Money from Private Sources, Thomas E. Broce, University of Oklahoma Press, Norman, 1979. $15.95

Tested Ways to Successful Fund Raising by George A. Brakeley, Jr., American Management Association, NY 10020, 1979. $16.95

Mega Gifts: Who Gives Them, Who Gets Them by Jerold Panas, Pluribus Press, Chicago, 1984. $24.95

The Art of Asking - Handbook for Successful Fund Raising by Paul H. Schneiter, Walker & Co., NY, 1978. $9.95

Before You Give Another Dime by Robert F. Sharpe, Thomas Nelson Publishers, Nashville, 1979

Handbook for Educational Fund Raising, CASE, One Dupont Circle, Washington, D.C., 20036

Information on Corporations

Aid To Education Programs of Some Leading Business Concerns, Council for Financial Aid to Education, 680 Fifth Avenue, NY 10019

Million Dollar Directory and Middle Market Directory, Dun & Bradstreet, 99 Church Street, NY (Usually available at larger libraries.)

Poors Register of Corporations, Directors & Executives, Standard & Poors, 345 Hudson Street, NY 10014 (Usually available at larger libraries.)

Taft Information System, 1000 Vermont Avenue, NW, Washington, D.C. 20005. (Various books and directories.)

Local Chambers of Commerce probably have good information on local firms.

The Foundation Center, 888 Seventh Avenue, NY 10016. Produces many corporate-related publications including, among others: Corporate Foundation Profiles and Guide to Corporate Giving

Public Service Materials Center, 111 North Central Avenue, Hartsdale, NY 10530. Various publications of interest. Request catalog of publications.

Information on Foundations

Foundation News Magazine, 1828 "L" Street, NW, Washington, D.C. 20036. Bimonthly, $24 a year for six issues.

Guide to California Foundations, 334 Kearney Street, San Francisco, 94108. 500 page guide to California foundations. Fifth edition, published in 1983 - $15.

Public Service Materials Center, 11 North Central Avenue, Hartsdale, NY 10530. (Various items of value.)

The Foundation Directory, Ninth Edition, The Foundation Center, 888 Seventh Avenue, NY 10106. $60. Directory with information on all major USA foundations.

The Foundation Center, 888 Seventh Avenue, NY 10016. Produces many foundation-related publications, including, among others: National Data Book, Source Book Profiles, Foundation Grants Index (Bi-monthly and annual), Comsearch Printouts and Foundation Fundamentals.

Foundation Library, California Community Foundation is the local receptacle of all Foundation Center information for this region of the USA. In addition to many of the items described in this bibliography, they also feature 990-A tax returns on microfiche and many valuable annual reports. The Foundation Library has a regular training program at no cost to nonprofit organizations. Call for further information:

California Community Foundation
3580 Wilshire Blvd. Suite 1660
Los Angeles, CA 90010
(213) 413-4042

General Periodicals

Fund Raising Management Magazine, 224 7th Street, Garden City, NY 11535.(Monthly publication, $33/year.)

Fund-Raising Institute, Box 365, Ambler, PA 19002. (Monthly portfolio on fund raising plus specialized publications.) Portfolio is $52/year.)

The Grantsmanship Center News, The Grantsmanship Center, 1031 South Grand Ave., LA, CA 90015. Six issues per year/$28.

Information on Planned or Deferred Giving

Kennedy Sinclaire, 524 Hamburg Turnpike, Wayne, NJ 07470. (Seminars and publications.)

R & R Newkirk, P.O. Box 1727, Indianapolis, IN 46206. (Seminars and publications.)

Robert F. Sharpe, 5050 Poplar Avenue, Memphis, TN 38157. (Seminars and publications.)

Taxwise Giving, 13 Arcadia Road, Old Greenwich, CT

NETWORK OF CALIFORNIA COMMUNITY COLLEGE FOUNDATIONS

BIBLIOGRAPHY OF REFERENCE MATERIALS

The following reference materials in resource development are available for review at various colleges throughout the state. Information about how to contact the development officers at the colleges appears at the end of the bibliography.

HOW TO READ THE ENTRY

Title

The Raising of Money - Thirty-five Essentials Every Trustee Should Know, James Gregory Lord, 116 pps. A book about people and what happens between them when they are engaged in philanthropy. The focus in on the art and science of campaigning and face-to-face solicitation. (Citrus)

author

Description — Number of pages — location

BIBLIOGRAPHY OF REFERENCE MATERIAL

A

Advancing the Two-Year College, Peter S. Bryant and Jane A. Johnson, (Long Beach)

Analyzing the Cost Effectiveness of Fund Raising, Warren Heemann, (Long Beach)

An Assessment of the Effectiveness of Fund Raising Policies of Private Undergraduate Colleges, William L. Pickett. (Long Beach)

B

Beyond Time Management - Organizing the Organization, Jane Elizabeth Allen, 176 pps. A book on managing your time, and the real purposes and priorities of your organization. (Citrus)

"Boards of Directors of Community College Foundations: Characteristics, Roles and Success," Judith C.Crowson, Ph. D. Diss. (Long Beach)

Born to Raise, Jerold Panas, 231 pps., (CCF)

C

The Change Masters: Innovation and Entrepreneurship in American Corporation. Rosabeth Moss Kanter, (Long Beach)

"The Characteristics of Foundations and Fund Raising in the Public Comprehensive Two-Year College," Michael F. Luck, Ph. D. Diss. (Long Beach)

Corporate Foundation Profiles - 5th ed., The Foundation Center, 650 pps. List of Corporate Donors, who they give to, why, how much. Source book in profile format. (W. LA)

"Corrolates of Successful College Fund Raising," Jeffrey G. Paton, Ph. D. Diss. (Long Beach)

The Community College Foundation, Harvey W. Sharron. (Long Beach, Citrus)

continued

D

Dateline 2000, Dale Parnell, 303 pps., Excellent source of data proposals. (CCF)

"The Design and Utilization of Non-Profit Foundations Affiliated with California

Community Colleges," Alfred Silvera, Ed. D. Diss. (Long Beach)

E

Evaluating Criteria for Community College Foundations," Edward F. Duffy, Ph. D. Diss. (Long Beach)

Emerging Roles for Community College Leaders, Richard L. Alfred and Paul A. Eisner. (Long Beach)

"An Empirical Study of a Model and Strategies for Planned Organizational Changes," Mark Frohman, Ph. D.Diss. (Long Beach)

F

"Fundraising," Community Health Foundation, (Long Beach)

Foundation Directory. (Sequoias)

G

Giving USA, (Sequoias)

Guide to California Foundations, Shelley Barclay, 493 pps. A guide to Foundations with specific information about contact procedures and contact personnel. (Sequoias, Citrus)

H

Handbook of Institutional Advancement, Westley A. Rowland. (Long Beach)

Handbook for Educational Fund Raising, Francis C. Pray. (Long Beach)

Handbook for Educational Fund Raising, "Broader Roles in Leadership: A Trustee's View." (Long Beach)

"How to Raise $10,000 to $100,000 in a Year," Institute for Fund Raising by Daniel Lynn Conrad. A series of four cassette tapes on the topic, (Citrus)

"How to Work Smarter - Not Harder - A Manual for Development Officers," John William Zehring. A notebook of ideas for development managers who want to cultivate their excellence at the management function. A "how-to" book

continued

"How to Work Smarter" - cont.
of tips and guidelines to help you and your staff get started on the road to doing the right things well. (Citrus)

I

In Search of Excellence, Thomas J. Peters, and Robert H. Waterman. (Long Beach)

M

Managing Academic Chance, Stephen Martorana, and Eilene Kuhns. (Long Beach)

Mega Gifts, Jerold Panas, 231 pps., (CCF)

N

Non-Profit Foundations Formed by PUblic Community Colleges: Profile of Their Use for Extended Funding," Lynn M. Degerstedt. (Long Beach)

P

"A Policy-Relevant Study of Development Programs at Representative Institutions within the State University of New York, Charles H. Webb. (Long Beach)

"Philanthropic Support for Public Junior Colleges," Fred H. Bremer, Ph.D. Diss. (Long Beach)

Public College and University Development: Fundraising at State Universities, State Colleges and Community Colleges, CASE. (Long Beach)

R

The Raising of Money - Thirty-Five Essentials Every Trustee Should Know, James Gregory Lord, pps 128, Getting people involved, setting the pace, asking for money, practicing stewardship and kindling the spirit of philanthropy. (Citrus)

Resource Development in the Two-Year College, David P. Mitzel, ed., pps. 300, Essays on resource development as it exists in selected community colleges in the nation. Includes presidential perspectives, institutional context, and case studies. (W. LA, Citrus, CCF)

"Role of the PUblic College or University President in Fund Raising," in Public College and University Development: Fundraising at State Universities, State Colleges and Community Colleges, edited by Michael J. Wroth. (Long Beach)

continued

S

The Strategy of Meetings, George David Kieffer, 318 pps., (CCF)

Source Book Profiles - 1987, The Foundation Center, 600 pps. 1,000 Largest U.S. Foundations, what they give, who they give to, how much, why. (W. LA)

The Successful Capital Campaign, H. G. Quigg, 188 pps. (Sequoias)

T

Taft Corporate Giving Directory - 1987, Taft Corporate Info Systems, pps. 850, List of corporate donors, what they give, to whom, how much. Similar format to Source Book Profiles. (W. LA)

Total Proposal Building," Richard Steiner, pps. 200, All phases from locating donors through program management. (W. LA)

V

"Variables Associated with the Effectiveness of Non-profit Foundations Affiliated with Selected Florida State Universities. (Long Beach)

Voluntary Support of Education, 1982-83, Council for Financial Aid to Education.

(Long Beach)
"Voluntary Support of California PUblic Junior Colleges," George Toll, Ed. D. Diss. (Long Beach)

W

"The Working Trustee and His Responsibilities," in Trustee's Role in Advancement, edited by Arthur C. Frantzreb. (Long BEach)
Working in Foundations, Odendahl, Boris, Daniels, pps. 100, Demonstrates and discusses career patterns of men and women who work in Foundations. (W. LA)

Other references

Three binders containing hand-out materials on direct mail, special events, planned giving, corporate and personal soliciation, and grant and proposal writing are available through the Community College Foundation in Sacramento. (See contact person listed below.)

(See next page for contact people)

COLLEGE	CONTACT	PHONE NUMBER
Citrus Community College Foundation	Pat Rasmussen Jayne Woods	(818) 914-8825 (916) 446-5881
Long Beach City	Dr. Virginia Baxter	(213) 420-4267
Sequoias		(209) 733-2050
West Los Angeles	Dorothy Rupert	(213) 836-7110 x. 332

THE COMMUNITY COLLEGE FOUNDATION
AND
THE NETWORK OF CALIFORNIA COMMUNITY COLLEGE FOUNDATIONS
1989 COMMUNITY COLLEGE FOUNDATION SURVEY

SUMMARY

PURPOSE

The purpose of this survey is to collect and report information about fund-raising foundations in the California Community Colleges.

METHOD

In June, 1989, 143 surveys were mailed to 107 California Community Colleges and foundations with a cover letter indicating the nature and importance of the survey. The survey instrument was a revised version of the questionnaire developed by The Network of California Community College Foundations and first used to collect information in 1988. In September 1989, follow-up letters and a duplicate questionnaire were mailed to colleges that had failed to respond. In October 1989, follow-up telephone calls were made to those institutions that still had not responded.

The Questionnaire was divided into six parts:

- GENERAL INFORMATION (about the college and the foundation)
- PERSONAL INFORMATION (concerning the individual with primary responsibility for the foundation)
- FOUNDATION INFORMATION
- FUND-RAISING INFORMATION
- FOUNDATION STAFFING INFORMATION
- FOUNDATION VOLUNTEER INFORMATION

Raw data was compiled in the attached document without benefit of editing, for purposes of reporting information that was received.

RESULTS

A total of 86 responses were received, representing 69 colleges with foundations and 17 colleges without foundations. Of the 17 colleges without foundations, two are planning to start a foundation within one year.

The questionnaire returns provided information about 86 of the 107 California Community Colleges, a response rate of over 80 per cent. The increased level of responses in 1989, as compared to a response rate of 38 per cent in 1988, may well indicate a growing interest in fund raising foundations.

RESULTS (Continued)

While the total N of the survey equals 86, only those colleges with an existing fund-raising foundation or those planning to start a foundation during the forthcoming year were asked to respond to questions beyond Section I, Question 3, resulting in an N reduced to 69 from that point forward. Many of the questionnaires were only partly completed resulting in a further reduced N for specific questions.

The demographics on the "person who runs the foundation" may be an indication of the newness of foundations and fund-raising to community colleges. Only 29 of the respondents reported that their position is full-time, with 27 reporting that their foundation duties are part-time or only part of their duties in a full-time position. Seventy per cent of these respondents have been in their present position for five years or less, with 75 per cent indicating that they have been in fund-raising five years or less. A variety of academic backgrounds is represented. The variety of credentials, certificates or training in fund-raising or foundation management that was presented indicates the lack of recognized, standardized training programs in fund-raising and foundation management.

While most of the foundations reporting have been organized and active for over five years, of the 47 conducting an annual fund drive, 36 have used this method of fund-raising for less than five years. This indicates that the date of foundation organization and the beginning of active fund-raising may be widely disparate. Since at least some foundations were initially set up to act as a custodian for specific funds, this may also include a changing view of the "role and activities" of community college foundations.

Variation and diversity seem to be the key when looking at the board organization and structure of foundations, the staffing patterns, and the college/district support provided. Thirty-three reporting foundations were established as independent corporations and 23 foundations were established as auxiliary organizations. While major purposes and goals were expressed in a variety of ways, this question provided the most convergent information with community college foundations sharing the goal of raising funds in support of student scholarships, faculty development and activities, support for educational programs, facilities and equipment.

RECOMMENDATIONS

The response rate for this survey was phenomenal considering the length of the questionnaire (9 pages) and the number of open ended questions and questions requiring explanations. Many respondents answered yes or no questions and ignored the explanation requested. Since the information gathered is valuable for many purposes and should be updated at least biannually, a more concise instrument with multiple choice or yes/no answers should be developed.

Information concerning grants, contracts, the cost-benefit ratio of specific fund-raising activities, total funds raised, and a division between reporting of corporate versus individual contributions should be incorporated into the instrument.

RESPONDENTS:

GENERAL INFORMATION

COLLEGE	ADDRESS	CITY	ZIP	PHONE	NAME	TITLE
ALAMEDA	555 Atlantic Ave.	Alameda	94501	(415) 522-7221	Ronald A. Kong	President
AMERICAN RIVER	4700 College Oak Dr.	Sacramento	95841	(916) 484-8011	Diana Russell	Public Svcs. Spec.
Foundation	same			(916) 484-8175		
ANTELOPE VALLEY	3041 West Ave.	Lancaster	93536	(805) 943-3241	Allan W. Kurki	President
BAKERSFIELD	1801 Panorama Dr.	Bakersfield	93305	(805) 395-4273	Patrick O. Shaffer	Dean - Development
Foundation	same					
BARSTOW	2700 Barstow Rd.	Barstow	92311	(619) 252-2511	Anthony M. Graham	Exec. Dir.
Foundation	same			(619) 257-2411		
BUTTE	3536 Butte Campus Dr.	Oroville	95965	(916) 895-2388	Frank Hutchinson	Exec. Dir.
Foundation	same			(916) 895-2359		
CANADA	4200 Farm Hill Blvd.	Redwood City	94061	(415) 364-1212	Irene Bluth	Assoc. Chancellor
CANYONS	26455 N. Rockwell Canyon Rd.	Valencia	91355	(805) 259-7800	Kathleen Maloney	Exec. Dir.
Foundation	same					
CENTERS DIV. - SFCCD	33 Gough St.	S.F.	94103	(415) 239-3018	Maxwell C. Gillette	Dir. - Special Projects
CERRITOS	11110 Alondra Blvd.	Norwalk	90650	(213) 860-2451	Mr. G. Koelkebeck	Exec. Dir.
Foundation	same					
CHABOT	2555 Hesperian Blvd.	Hayward	94545	(415) 786-6600	Doreta W. Chaney	Dir. - Development
Foundation	same			(415) 786-6635		
CHAFFEY	585 Haven	Rancho Cucamonga	91701	(714) 941-2113	James Anderson	Exec. Dir.
Foundation	same			(714) 941-2763		
CERRO COSO	3000 College Hts. Blvd.	Ridgecrest	93555	(619) 375-5001	B.J. Williams	Dir. of Developemnt
Fire Mtn. Foundation	same					
CITRUS	1000 W. Foothill Blvd.	Gledora	91740	(818) 914-8825	Pat Rasmussen	Dir. - Development
Foundation	same					
COASTLINE	11460 Warner Ave.	Foutain Valley	92708	(714) 241-6292	Thomas J. Snyder	Dir. - Development
Foundation	same					
COLUMBIA	P.O. Box 1849	Columbia	95310	(209) 533-5100	W. Dean Cunningham	President
Foundation	same			(209) 533-5112		
COMPTON	1111 E. Artesia Blvd.	Compton	90221	(213) 637-2660	Michael Wood	Dir. - Research & Planning
COSUMNES	8401 Center Pkwy.	Sacramento	95823	(916) 686-7491	Yvonne M. Greene	Public Svcs. Spec.
Foundation	same					

RESPONDENTS: GENERAL INFORMATION

CRAFTON HILLS	11711 Sand Canyon Rd.	Yucaipa	92399	(714) 794-2161	Dr. Donald L. Singer	President
Foundation	same					
CYPRESS	9200 Valley View Rd.	Cypress	90630	(714) 826-3631	Ricahrd B. Dollar	Exec. Dir.
Foundation	same					
DESERT	43-500 Monterey Ave.	Palm Desert	92260	(619) 346-2190	Walter Reed	Exec. Dir.
Foundation	same					
EAST L.A.	1301 Brooklyn Ave.	Monterey Park	91754	(213) 265-8662	Carol Yasoiair	Exec. Dir.
Foundation	same			(213) 265-8664		
EL CAMINO	16007 Crenshaw Blvd.	Torrance	90506	(213) 532-3670	Dr. Robert Haag	Exec. Dir.
Foundation	same			(213) 532-7865		
FEATHER RIVER	P.O. Box 11110	Quincy	95971	(916) 283-0202	Dr. Joseph Brennan	President Emiritus
Foundation	same					
FOOTHILL	12345 El Monte Rd.	Los Altos Hills	94022	(415) 960-4600	Darwin Patnode	Dir. - Development
Foundation	same			(415) 960-4498		
FULLERTON	321 E. Chapman Ave.	Fullerton	92634	(714) 992-7021	Ronald L. Krimper	V.P. - Institutional Advance.
Foundation	same					
GAVILAN	5055 Santa Teresa Blvd.	Gilroy	95020	(408) 847-1400	Ken Cooper	Exec. Dir.
Foundation	same					
GLENDALE	1500 N. Verdugo Rd.	Glendale	91208	(818) 240-1000	Ann Ransford	Exec. Dir.
Foundation	same					
GOLDEN WEST	15744 Golden West St.	Huntington Beach	92647	(714) 895-8315	Anita Renninger	Fdn. Asst.
Foundation	same					
HARTNELL	156 Homestead Ave.	Salinas	93901	(412) 755-6810	Cicely McCreight	Dir. - Development
Foundation	same					
IMPERIAL	380 East Aten Rd.	Imperial	92251	(619) 352-8320	Dr. John A. DePaoli	Presiddent
Foundation	same					
IRVINE VALLEY	5500 Irvine Center Dr.	Irvine	92720	(714) 559-9300	Susan Akers Graves	Consulting Director
Foundation	5500 Irvine Center Dr. A-103	Irvine	92720	(714) 559-3272		
LAKE TAHOE	P.O. Box 14445	South Lake Tahoe	95702	(916) 541-1583	James Duke	President
LAS PASITAS	3033 Collier Canyon Rd.	Livermore	94550	(415) 373-5800	Doreta W. Chaney	Dir. - Development
LONG BEACH	4902 E. Carson Street	Long Beach	90808	(213) 420-4267	Virginia L. Baxter	Exec. Dir.
Foundation	same			(213) 420-4134		
L.A. CITY	855 N. Vermont Ave.	Los Angeles	90029	(213) 669-4000	Stelle Feuers	President

RESPONDENTS: GENERAL INFORMATION

Foundation	same					
L.A. HARBOR	1111 Figueroa Place	Wilmington	90744	(213) 518-1000	Leila Menzies	College Business Mgr.
L.A. MISSION	1212 San Fernando Rd.	San Fernando	91340	(818) 365-8271	Carlos Nava	Dean - Students
Foundation	same					
L.A. PIERCE	6201 Winnetka Ave.	Woodland Hills	91371	(818) 719-6447	Don Love	Exec. Dir.
Foundation	same					
L.A. SOUTHWEST	1600 W. Imperial Hwy.	Los Angeles	90047	(213) 777-2225	Stanley B. Viltz	Dean - Development
Foundation	same			(213) 777-0131		
LOS MEDANOS	2700 E. Leland Rd.	Pittsburg	94565	(415) 439-2181		
MARIN	835 College Ave.	Kentfiled	94904	(415) 457- 881	Virginia Pabst	Exec. Dir.
Foundation	same			(415) 485-9382		
MENDOCINO	P.O. Box 3000	Ukiah	95482	(707) 468-3071	Caroline W. Irwin	Admin. Asst. to Pres.
Foundation	same					
MERCED	3600 M St.	Merced	95348	(209) 384-6000	Tom K. Harris, Jr.	President
Foundation	same					
MERRITT	12500 Campus Drive	Oakland	94619	(415) 531-4911	Donald Hongisto	President
MIRA COSTA	1 Barnard Drive	Oceanside	92056	(619) 757-2121	Julie Hatoff	V.P. - Information
Foundation	same					
MISSION	14000 Fruitvale Ave.	Saratoga	95070	(408) 741-2095	Fred Prochaska	Dir. Grants & Devel.
WEST VALLEY						
Foundation	same			(408) 867-2200		
MODESTO	235 College Ave.	Modesto	95350	(209) 575-6067	Dr. Stan Hodges	President
Foundation	same					
MONTEREY PENINSULA	980 Fremont Blvd.	Monterey	93940	(408) 646-4035	Dr. Philip C. Nash	Dean - Instruction
MOORPARK	7075 Campus Rd.	Moorpark	93021	(805) 378-1412	Lawrence G. Lloyd	V.P. Admin. Svcs.
Foundation	same			(805) 378-1409		
MT. SAN ANTONIO	110 North Grand Ave.	Walnut	91789	(714) 594-5611	Freda E. Weegar	Exec. Dir.
Foundation	same			x215		
MT. SAN JACINTO	1499 N. State St.	San Jacinto	92383	(714) 654-8011	Michael R. Tausig	Dean - Development
Foundation	same					
NAPA VALLEY		Napa	94558	(707) 253-3363	Judith Walter-Burke	Asst. to Pres.
Foundation	same					
OHLONE	P.O. Box 3909	Fremont	94539	(415) 659-6020	Peter B. Hoffman	Dir. - Development

RESPONDENTS: GENERAL INFORMATION

Foundation	same					
ORANGE COAST	2701 Fairview Rd.	Costa Mesa	92628	(714) 432-5645	Douglas C. Bennett	Dir. - Institutional Advance.
Foundation	same					
OXNARD	4000 South Rose Ave.	Oxnard	93033	(805) 986-5800	Larry A. Calderon	V.P. - Admin. Svcs.
Foundation	same			(805) 986-5808		
PALOMAR	1140 W. Mission Rd.	San Marcos	92069	(619) 744-1150	Esther M. La Porta	Exec. Dir.
Foundation	same			x2664		
PASADENA CITY	1570 E. Colorado Blv.d	Pasadena	91106	(818) 578-7123	Grover C. Goyne	Dean - Institutional Devel.
Foundation	same			(818) 578-7123		
PORTERVILLE	900 S. Main St.	Portervill	93257	(209) 781-3130	Dr. Paul D. Alacantra	President
Foundation	same					
RANCHO SANTIAGO	17th at Bristol	Santa Ana	92706	(714) 667-3198	Patti Cole	Exec. Dir.
Foundation	same					
REDWOODS	7351 Tompkins Hill Rd.	Eureka	95501	(707) 443-8411	Muriel Dinsmore	Exec. Dir.
Foundation	same					
RIO HONDO	3600 Workman Mill Rd.	Whittier	90608	(213) 692-0921	Herbert M. Sussman	President
RIVERSIDE	4800 Magnolia Ave.	Riverside	92506	(714) 684-3230	Virginia MacDonald	Exec. Dir.
Foundation	same					
SACRAMENTO CITY	3835 Freeport Blvd.	Sacramento	95831	(916) 421-8658	June Wilson	Dean - Financial Aid/EOPS
Foundation	same			(916) 449-7501		
SADDLEBACK	2800 Marguerite Pkwy.	Mission Viejo	92692	(714) 582-4500	John McIntyre	Dir. - Marketin & Devel.
Foundation	same			(714) 582-4968		
SAN BERNADINO VALLEY	701 S. Mt. Vernon Ave.	San Bernadino	92410	(714) 888-6511	Dr. Mauel G. Rivera	President
Foundation	same			x1624		
SAN DIEGO CITY	1313 12th Ave.	San Diego	92101	(619) 230-2453	Shirley Norling	Treasurer
SAN DIEGO CONT. ED.	5350 University Ave.	San Diego	92105	(619) 230-2039	Robert Matthews	President
SAN DIEGO MIRAMAR	10440 Black Mtn. Rd.	San Diego	92126	(619) 693-6834	Pat Owens	Sec. to Pres.
SAN FRANCISCO CITY	50 Phelan Ave.	S.F.	94112	(415) 239-3339	Elaine Mannon	Exec. Dir.
Foundation	same					
SAN JOSE/EVERGREEN	4750 San Felipe Rd.	San Jose	95135	(408) 270-6426	Michael Hill	Vice Chancellor
Foundation	same					
SAN MATEO	1700 W. Hillsdale Blvd.	San Mateo	94402	(415) 574-6222	Christina Witkowski	Exec. Sec. - Pres. Office
Foundation	same			(415) 574-6434		

RESPONDENTS: GENERAL INFORMATION

SANTA BARBARA CITY	721 Cliff Dr.	Santa Barbara	93109	(805) 965-0581	James Minow	Exec. Dir.
Foundation	same					
SANTA MONICA	1900 Pico Blvd.	Santa Monica	90405	(213) 452-9290	Marilyn H. Hall	Asst. Dean - Special Prgs.
Foundation	same					
SANTA ROSA	1501 Mendocino Ave.	Santa Rosa	95401	(707) 527-4011	Marge Milner	Exec. Sec. to Fdn.
Foundation	same			(707) 527-4348		
SEQUOIAS	915 Mooney Blvd.	Visalia	93277	(209) 733-2050	Andy Balerad	Dir. - Devel.
Foundation	same					
SHASTA	1065 N. Old Oregon Trail	Redding	96002	(916) 225-4612	Kenneth B. Cerreta	President
SISKIYOUS	800 College Ave.	Weed	96904	(916) 938-4461	Dr. Eugene Schumacher	President
SKYLINE	3300 College Dr.	San Bruno	94066	(415) 355-7000	Linda Graef Salter	President
SOUTHWESTERN	900 Otay Lakes Rd.	Chula Vista	92010	(619) 421-6700	Thomas C. Hahn	V.P. - Academic Affairs
Foundation	same					
STATE CTR.	1525 E. Weldon Ave.	Fresno	93704	(209) 226-0720	Jim Meinert	Exec. Dir.
Foundation	same					
TAFT	29 Emmons Park Dr.	Taft	93268	(805) 763-4282	David Cothrun	President
Foundation	same			x240		
VENTURA	4667 Telegraph Rd.	Ventura	93003	(805) 654-6461	Joe Iantorno	Exec. Dir.
Foundation	same					
VICTOR VALLEY	18422 Bear Valley Rd.	Victorville	92392	(619) 245-4271	Ruth N. Johnson	President
Foundation	same					
VISTA	2020 Milvia St.	Berkeley	94709	(415) 841-8431	B. Beno	President
WEST L.A.	4800 Freshman Dr.	Culver City	90230	(213) 836-7110	Dorothy Rupert	Exec. Sec.
Foundation	same					
YUBA	2088 N. Beale Road	Marysville	95901	(916) 741-6971	Keya Chlebeck	Admin. Asst. - Pres. Office
Foundation	same			(916) 741-6972		

THE COMMUNITY COLLEGE FOUNDATION
AND
THE NETWORK OF CALIFORNIA COMMUNITY COLLEGE FOUNDATIONS
1989 COMMUNITY COLLEGE FOUNDATION SURVEY

PERSONAL INFORMATION (about the individual who runs the foundation)

1. Please indicate the extent of your responsibility for fundraising at your college:

   Total Responsibility - 29 Joint Responsibility - 35 No Response - 5

2. Age:

Under 25	0	41-45	10	56-60	10
26-30	1	46-50	10	61-65	2
31-35	6	51-55	5	Over 65	3
36-40	10				

3. Sex: Male - 28 Female - 28 No Response - 13

4. Your official title:

   Assistant Dean of Special Programs - 1
   College Liaison - 1
   Dean of Financial Aid, EOPS, and College Relations - 1
   Director of Grants and Development - 1
   Director of Development and Scholarships - 1
   Director of Information Development and Alumni Relations - 1
   Director of Institutional Advancement - 1
   Director of Public Relations and Development - 1
   Director/Dean of Development - 8
   Executive Director of Foundation - 25
   Executive Secretary/Administrative Assistant - 2
   Fiscal Officer - Vice-President of Administrative Services - 1
   President - 6
   Public Information Officer - 1
   Public Services Specialist - 2
   Secretary/Treasurer - 2
   Staff Assistant - 1
   Vice-President of Academic Affairs - 1
   Vice-President of Institutional Advancement - 1

5. Total yearly salary (do not include fringe benefits or transportation allowance. Place into separate categories).

Salary	Fringe	Bonuses	Trans.	Other
$2,400				
$4,000				$2,400
$8,150				
$9,300				
$15,500				$3,000
$15,516	$2,845			
$18,000			.21/mile	
$21,600				
$23,556			$150	
$30,000			$2,000	$2,000
$30,000			$224	
$34,000	$5,000		.24/mile	
$35,000	$10,500			
$36,500				
$37,000				
$40,000				$5,000
$40,000				$1,200
$40,000				
$41,000				
$44,148	$11,000		$500	$250
$44,815				
$48,000	$350			$250
$48,000	$5,000			
$52,000	$13,000		$700	
$52,000	$5,360			
$53,000				
$54,000				
$55,000				
$55,000	$9,900		$1,200	
$58,500				
$59,000	$4,500			
$60,343				
$63,000	$6,000		$800	
$64,000			$1,200	$2,400
$64,000	$1,400		$600	
$64,695	$12,030		$1,500	
$67,000	$3,000		$3,600	
$68,000	$2,100			
$70,000				
$71,000			$1,200	
$78,000	$12,000			
$80,000			$4,500	
17.48/hr.				

6. Full-time - 29 Part-time - 17 No Response - 9

Other: Part of full-time position is dedicated to Foundation work - 10
Foundation has no paid employees; additional duty of college President - 2
Consultant - 2

7. Contract (number of months):

10 months - 1	12 months - 27	No Response - 0
11 months - 1	Other - 40	

8. Contract (number of years):

1 year - 13	4 years - 2
2 years - 2	Tenured staff member - 15
3 years - 0	No contract - 17

9. Number of years in present position:

1 year - 16	6 years - 2
2 years - 11	7 years - 0
3 years - 8	8 years - 1
4 years - 8	9 years - 0
5 years - 3	10+ years - 7

10. Number of years in fundraising:

1 year - 1	6 years - 2
2 years - 11	7 years - 0
3 years - 8	8 years - 1
4 years - 8	9 years - 0
5 years - 3	10 years - 7

11. Number of years in community college fundraising:

1 year - 9	8 years - 1
2 years - 9	9 years - 1
3 years - 6	10 years - 8
4 years - 11	12 years - 2
5 years - 4	15 years - 0
6 years - 1	20 years - 2
7 years - 2	25+ years - 0

12. Number of years in college fundraising other than community college:

2 years - 2	7 years - 1
3 years - 1	10 years - 1
4 years - 2	15 years - 2
5 years - 3	20 years - 2

13. Please indicate the last two positions held prior to your appointment:

Last position:

Administrative Officer - Native American Program
Associate Dean, Administrative Services
Associate Dean, Resource Development
Associate Dean, Vocational Education
Assistant Director of Development - St. Joseph's Hospital
Athletic Director
Consultant - Financial Aid
Consultant, President - Pacific Group
Coordinator of Community Relations
Coordinator of Corporation Relations - Stanford Business School
Dean
Dean, Instruction
Dean, Instruction - Vocational Education
Dean, Vocational Education
Dean, College Development
Dean of Community and Cultural Services
Dean of Students
Department Head - Communications
Director of Raweah Delta Hospital Foundation
Director, Emeritus College
Director of Marketing - Real Estate Developer
Director of Cultural Affairs
Director of Development
Director of Annual Giving
Director of Marketing for Political Fundraising Firm
Director of Planning and Grant Development
District Executive - BSA
East Bay Zoological Society
Electronic Media
Executive Director - Friends of Copper Mtn. College
Executive Director - local non-profit
Executive Director - YWCA
Executive Officer - Murietta Health Spa
Financial Services Representative
Fund Raiser - L.A. County Museum of Art
Grants Writer
President
Public Information Officer
Public Relations Specialist
Scholarship Coordinator
Secretary
Senior City Planner
Student Secretary, Family Studies
Vice President - Academic Affairs
Vice-President - Foundation
Vice-President of college
Women's Advisor

Next to last position:

Academic Dean
Assistant Administrator - High Desert Med. Ctr.
Assistant Dean
Assistant Dean, Admissions and Records
Assistant Dean, Student Services
Assistant Director - Children's Center
Assistant Director of Development
Assistant to President
Associate Dean
Board Member
CA Foundation for Retarded
CAJ Enterprise
Chair, Agriculture and Natural Resources
City Planner
Classroom Instructor
Consulting Firm
Copy Writer - Daily newspaper
Counselor
Credit Bureau Collector
Dean of Students
Dean, Academic Affairs
Dean, Fine Arts
Dean, Instructional Services
Dean, School of Professional Studies
Department Chair - Adult Education
Director of Institutional Research Grants
Director of Marketing
Director of Resource Development
Division Chairperson
Division Dean
Editor of Daily Paper
Executive Secretary
History Instructor
Information Director Orange County Mental Health Assoc.
Instructor - University of Santa Clara
Librarian
Newspaper Editor
Professor
Project Director - St. Luke's Hospital
Public Relations Director for Health Care Corporation
Research Scientist and Project Director
Retail
Social Service Investigator
Traffic Manager, TV Station
Volunteer Coordinator

14. To whom are you directly responsible?

Supt./President	- 10	Foundation Board	- 1
Superintendent	- 6	Assistant Superintendent	- 2
President	- 15	Other	- 2
Chancellor	- 19	No Response	- 14

15. What is the highest degree you now hold?

Ph.D.	- 10	M.B.A.	- 1
Ed.D.	- 6	A.A.	- 2
M.A./M.S.	- 15	High School Diploma	- 7
B.A./B.S.	- 19	No Response	- 9

16. Please list your major area of study in college:

Undergraduate

Agriculture - 2
Anthropology - 3
Art Education - 1
Biological Sciences - 3
Business Administration - 6
Business Education - 1
Communications - 1
Drama - 1
Economics - 1
English - 8
Film - 1
German Literature - 1
History - 5
Language - 1
Liberal Arts - 1
Mathematics - 1
Music - 1
Political Science - 1
Psychology - 2
Public relations - 1
Radio/T.V. - 1
Rhetoric - 1
Social Sciences - 5
Social Welfare - 1
Sociology - 1
Speech - 1
Zoology - 1

Masters

Agriculture Education - 2
Biological Sciences - 2
Business Administration - 5
Communications/Journalism - 2
Counseling - 3
Development and Marketing - 1
Education - 3
English - 2
Fine Arts - 1
History - 2
Human Development - 1
Instructional - 1
Mathematics - 1
Music - 1
Psychology - 1
Public Administration - 1
Social Work - 1
Mexican-American Studies - 1

Doctorate

Administration - 2
Adult and Continuing Education - 1
Agriculture Education - 1
Education - 2
Ed. Policy Analysis, C.C. Admin. - 1
Educational Management - 1
English - 2
History - 1
Musicology - 1
Plant Physiology - 1
Social Work - 1

17. From what college or university did you graduate?

California State University Campus - 14
University of California Campus - 11
Private California College - 17
Out of State - 23
Community College - 12

18. What type of special credentials, certificates, or training do you hold to fundraising or foundation management?

C.A.S.E. Conference - 2
Community Volunteer - 4
Direct Marketing Certificate - 2
Fundraising School Certificate - 3
General Workshops/Conferences - 10
NCCCF Certificate - 1
NCRD Conference - 2
None - 5
Past Experience - 4
Self-educated - 3

19. Describe procedure for your annual evaluation:

Evaluation by 10 co-workers and president - 1
Evaluation by 12 co-workers and self - 1
Evaluation by appointed committee - 1
Evaluation by Chancellor - 1
Evaluation by College President - 26
Evaluation by Foundation Board - 5
No procedure set - 9
Regular certificated employee review with committee of college peers - 1
Standard District evaluation conducted by immediate supervisor - 1

20. Would you recommend fundraising or foundation management as a career choice?

Yes - 22 No - 7 Perhaps - 17

Explain:

PROS

Always changing - 3
Challenging - 6
Depends on whom - 4
Exciting - 1
Excellent opportunities - 2
Interesting - 2
It's fun! It's positive! - 1
People-related - 1
Profitable - 1
Rewarding - 4
Satisfying - 5
Stimulating - 2

CONS

Dynamic Board and President required - 1
Field not fully developed for cc's - 1
High stress - 1
Mostly campus responsibilities - 1
Need specialized trng. for major donors - 1
Not enough professional recognition - 1
Small cc's are hard to raise money for - 2
Strong organizational skills needed - 1

21. Please indicate the area and level in which you have had fundraising experience prior to becoming involved with your college foundation:

Area	Level
Academic - 1	Coordinator
Athletics - 1	
Braille Institute - 1	Board Member
Brotherhood Crusade - 1	Campaign Chair
BSA - 1	Professional
Chamber - 1	President
Church funds - 1	Chair
Community Colleges - 1	Director
Easter Seal - 1	Director
Foundations - 1	Vice-President
Fraternity - 1	
Hospital Foundation - 3	Chair - 2; Dir. Development - 1
Nonprofit - 4	Executive
Political fundraising - 2	
Private college - 1	Director of Annual Giving
Private secondary school -1	Director of Development
Proposal writer - 1	Project Director
PTA - 1	Chair
Public T.V. - 1	Dir. of Development
Red Cross - 1	Staff
Rotary - 1	President
Scholarships	Sole responsibility
U.S. Papal Tour - 1	Media
Unified School District - 1	Chair
United Way - 7	Chair - 3; PR Advisory -1
University - 1	Consultant
Women's League - 1	Chair
YWCA - 1	Local and National

22. Please list your next desired position:

College relations - 1
Consultant - 1
Dean of Development - 1
Dir. of Devel., University level - 2
Easter Seals Chair for corp. - 1
Educational administrator - 1
Foundation Executive - 1
Full-time student - 1
No Response - 2
Policy level position in field of aging - 1
Professional fundraiser - 1
Retirement - 8
Self-employed - 1
Teaching - 1
Unknown - 3
Vice President of Academic Affairs - 1
Vice President of Development - 1

FOUNDATION INFORMATION

1. How long has your foundation been organized and active?

Not organized yet	- 1	Four-five years	- 10
One year	- 4	More than five years	- 48
Two-three years	- 6		

2. How many board members do you have for your foundation?

5 members - 2	21 members - 4
7 members - 3	22 members - 1
8 members - 1	23 members - 1
9 members - 3	24 members - 2
10 members - 1	25 members - 5
12 members - 1	26 members - 4
13 members - 1	27 members - 2
14 members - 1	28 members - 2
15 members - 7	30 members - 3
16 members - 3	32 members - 1
17 members - 1	35 members - 1
18 members - 2	38 members - 1
19 members - 1	40 members - 1
20 members - 4	60 members - 2

3. How are board members appointed?

Chancellor - 1
Nominated by sub-committee, review by Board and Pres., vote by board - 3
Superintendent - 1
Vote by Board and President - 3
Vote by Board of Trustees - 1
Vote by college President - 2
Vote by current Board - 31
Vote by current Board and District Board of Trustees - 3
Vote by Executive Committee - 1
Vote by nominating committee - 6
Vote by nominating committee and Board - 6

4. What is the size of your executive committee?

3 members - 5	9 members - 4
4 members - 5	10 members - 2
5 members - 13	11 members - 1
6 members - 8	12 members - 1
7 members - 6	14 members - 1
8 members - 8	17 members - 2

5. What is the term of office for your board members?

One year	- 7	Three years	- 36
Two years	- 10	Other	- 9

6. How many meetings are held each year?

One each quarter - 32
One each month - 21
Other - 11

7. Is your foundation tax exempt?

Yes - 60 No - 1 No Response - 8

8. Is your foundation?

An independent corporation - 33
An auxiliary organization - 23
At college level - 17
At district level - 15

9. Please list the five major purposes/goals of your foundation:

Acquire equipment - 6
Alumni support - 3
Annual campaign - 3
Assist in facility funds - 5
Athletic funds - 1
Build membership - 1
Campus improvement - 4
Capital expenses - 1
Community support - 3
Cultural pluralism - 1
Develop investments - 5
Develop permanent endowment - 3
District/college support - 11
Education training - 2
Estab. lecture series - 1
Estab. & maintain libraries - 1
Excellence in education - 5
Faculty programs - 1
Faculty research - 1
General good will - 3
Increase foundation staff - 1
Manage donated equipment - 1
Provide channel for gifts - 7
Publicity/School image - 10
Raise funds - 32
Recruit board members - 1
Scholarship/grant/loan support - 35
Scientific research - 1
Solicit gifts - 2
Special projects - 3
Staff grants - 1
Student/Faculty support - 4
Support cultural events - 2

10. Do you have a separate logo for your foundation?

Yes - 41 No - 20 No Response - 8

11. Does your foundation use outside consultants?

Yes - 47 No - 30 No Response - 5

If yes, in which areas?

Accounting/C.P.A. - 1
Board development - 6
Computers - 1
Entertainment - 1
Evaluations - 2
Events coordination - 1
Executive Director is consultant - 2
Feasibility studies - 5
Fundraising - 8
Gifts/Endowments - 1
Grant development - 6
Investment - 3
Planning - 1
Public Relations - 1
Special projects - 1
Wide variety - 1

FUNDRAISING

1. Does your foundation have an annual fund drive?

Yes - 47 No - 19 No Response - 3

If your answer is Yes, please check the following time period:

Fall (Oct., Nov., Dec.)	- 23	Summer (July, Aug., Sept.)	- 3
Winter (Jan., Feb., Mar.)	- 5	Other	- 6
Spring (April, May, June)	- 8		

2. How many years have you had an annual fund drive?

1 year	- 7	6 years	- 2
2 years	- 10	7 years	- 1
3 years	- 9	8 years	- 2
4 years	- 2	10 years	- 1
5 years	- 8	15 years	- 1

3. How many contributions were donated during your last annual fund drive?

Less than 25	- 2	More than 100	- 23
Less than 50	- 2	Other	- 4
Less than 100	- 10		

4. What was the dollar amount donated during the following years of your annual fund drive?

2 - $1,500	2 - $25,000
1 - $2,000	1 - $27,000
1 - $3,000	3 - $50,000
1 - $5,000	1 - $62,000
1 - $6,500	1 - $86,000
1 - $8,000	1 - $89,000
1 - $10,000	1 - $150,000
1 - $12,584	1 - $200,000
1 - $12,900	1 - $225,000
1 - $15,000	1 - $250,000
1 - $17,000	1 - $279,000
2 - $20,000	1 - $555,000

5. Does you foundation have a long term investment plan?

Yes - 23 No - 20 Considering - 17

If so, please list:

Certificates of deposit - 4
Chartered giving plans - 1
District handles investments - 1
Endowment - 7
Gibraltar S&L - 1
Give for income - 1
Give through life insurance - 1
Give through wills - 1
Give through real estate -1
Increase capital - 1
Gov't. bonds and marketable securities - 3
Money market accounts - 2
Preserve assets - 1
Stock's dividends used for scholarships - 1
T-Bill - 1
Use independent stock brokerage - 1

6. Please list any successful foundation activity you use to raise <u>funds</u>:

"Adopt a tree" project - 1
Alumni solicitations - 1
Annual fund drive - 2
Auction - 2
Brewer's Expo - 1
Campus Tours - 1
Celebrity receptions - 1
Circus - 2
Concerts - 1
Corporate/company donations - 2
Cultural events - 10
Dance - 1
Direct solicitations - 2
Donations - part of registration - 1
Endowment grant - 1
Film premiere - 1
Flea market - 1
Gala dinners/Crab feed - 5
General grants - 3
Golf tournament - 9
Harbour cruise - 1
In house solicitations - 1
Individual donations - 1
Jog-a-thon - 1
Joint ventures with private vendors - 1
Limited gift drive - 1
"Lodge Day" - ranch tour - 1
Mailing - 4
Media - 1
Newsletter - 1
Personal solicitations - 2
Play premiere - 1
President's advisory committee - 1
President's Circle - 1
Raffles - 1
Seminars - 1
Special Dinners, Lunches, Breakfasts - 1
Special receptions - 2
Sports events - 3
Swap meets - 1
Telemarketing - 1
Theatre nite - 2
Voluntary payroll deductions - 4

7. Please list any successful foundation activity you use to raise <u>friends</u>:

Admission to special events - 1
Alumni activities - 1
Alumni association - 1
Alumni hall of fame - 1
Anniversary - 1
Anniversary celebration - 3
Athletic boosters - 1
August garden party - 1
Awards ceremony - 1
Ball - 1
Booths at fairs - 1
Christmas events - 3
Clergy organization - 1
Cultural events - 9
Donor's circle - 1
"Embossed brick" project - 1
Estate planning seminars - 1
Foundation open house - 1
General open house - 2
Plaque - 1
Publications/newsletters - 5
Publicity - 1
Receptions - 2
Special Dinners, Lunches, Breakfasts - 1
Special events - 4
Special receptions - 4
Sponsor campus events - 1
Thank you letters - 1

8. Does you foundation have fundraising categories? (i.e., President's Club)

Yes - 30 No - 24

If so, please describe by title and dollar sum to qualify per category:

Trustee's Associates	$1,000
President's Circle	$500-1,000
College Circle	$100-499
Friend's Circle	all gifts
President's Circle	$5,000
Founder	$2,500
President's Circle	$1,000
Associates Club	$500
Patron's Circle	$5,000
President's Circle	$1,000-4,999
Gold Club	$500-999
Silver Club	$250-499
Century Club	$100-249
Associate	$50+
Donor	$5-49
Founders	$0-500
Honor Club	$250-499
Century Club	$100-249
President's Association (unrestricted)	$500+
Palomar Circle	$1,000
Foundation Associates	$500
Foundation Donor	$250
Committee Club	$100
Foundation Member	$50
President's Circle	$1,000+
Foundation Patron	$500-999
Foundation Donor	$100-249
Foundation Donor	$50-99
President's Club	$100
Dean's Club	$50
Faculty	$25
President's Club	$100
Associate's Club	$100
Angel	$25,000
Guardian	$5,000
Benefactor	$1,000
President's Council	$500
Founders	$25,000
Benefactor	$10,000
Sponsor	$5,000
Donor	$1,000
2nd Century Club	$200
Centennial Club	$100
Life Member	$5,000
Patron	$1,000
Sustaining Member	$250
Active Member	$150
Member	$25
Founders	$5,000
President's Circle	$1,500-4,999
Wall Clock	$25,000
Clock Recognition	$10,000
President's Forum	$5,000
Delta Phi Kappa	$1,000-4,999

9. What does your foundation use for donor recognition? Please list and describe:

Admission to special events - 4
Certificates - 9
Donor wall/Plaque - 24
List in annual report - 4
Media/Publicity shots/stories - 7
Name facility after donor - 2
Name scholarship after donor - 1
Reception - 3
Recognition at special events - 4
Recognition - publications/newsletter - 35
Small gifts - 6
Special Dinner/Lunch/Breakfast - 13
Thank you letters - 23

10. Do you have use of an alumni list:

Yes - 38 No - 21 No Response - 10

If yes, how is it used?

Alumni Association - 3
Direct Mail - 6
Newsletter - 10
Promote annual fundraiser - 3
Solicitation - 11
Special invitations - 3
Surveys - 1

STAFFING

1. What is the official title of your foundation director?

College President - 4
Dir., College Relations & Devel. - 1
Dir., Devel. & Scholarships - 1
Dir., Institutional Advancement - 1
Director/Dean of Development - 32
Executive Secretary - 1
None Employed - 1
Public Services Specialist - 2
Staff member - 1

2. What number of paid staff work for your foundation?

Zero - 21
One - 20
Two - 11
Three - 1
Four - 2
Five - 1
Other - 4

3. What support services are available to the foundation from the college or district? Please list.

Accounting/Clerical - 24
Administrative services - 2
All district services - 1
Audio-visual support - 1
Consultant payments - 1
Equipment - 1
Fiscal consulting - 1
Food services - 2
Free parking - 1
Graphics - 1
Insurance - 2
Legal support - 1
Maintenance - 1
Meeting rooms - 3
New release assistance - 1
None - 1
Office Space - 26
Phone - 14
Planning - 1
Printing/Postage/Supplies - 18
Public Information Office - 2
Salaries - 8
Student assistant - 1
Transportation - 1

4. Does the foundation or college provide funds for staff to attend conferences and meetings?

33 - Yes
15 - No

If yes, what is that budget?

No limit - 1
$200 - 2
$300 - 1
$400 - 1
$500 - 2
$750 - 2
$1,000 - 5
$1,200 - 1
$2,000 - 2
$2,500 - 3
$3,500 - 1
$4,000 - 1
$5,000 - 1

What events does staff attend:

1 conference of choice per year - 1
AACJC - 2
C.A.S.E. - 11
CACC - 2
General meetings and conferences - 6
NCCCF - 14
NCRD - 12
NSFRE - 5

5. If the college or foundation provides the following, please check and list budgets for each:

32 - Travel	40 - Printing/Supplies/Postage
39 - Office Space	23 - Program Expenses
31 - Equipment	9 - Other

Travel:	$150 - 1	$2,000 - 2
	$300 - 2	$3,000 - 1
	$350 - 1	$3,500 - 1
	$400 - 1	$4,000 - 1
	$500 - 1	$5,000 - 1
	$700 - 1	$6,000 - 1
	$750 - 2	$16,000 - 1
	$1,200 - 1	As needed - 3

Office space: No dollar amount specified

Equipment	$700 - 1	$2,500 - 1
	$1,500 - 1	$6,000 - 1

Printing, etc.:	$300 - 1	$4,000 - 1
	$350 - 1	$5,000 - 1
	$500 - 1	$5,500 - 1
	$600 - 1	$7,000 - 1
	$1,000 - 3	$8,000 - 2
	$1,500 - 1	$8,500 - 1
	$2,000 - 1	$10,000 - 2
	$2,350 - 1	$30,000 - 1
	$3,000 - 2	$35,000 - 1
	$3,500 - 1	

Program:	$500 - 1	$12,680 - 1
	$1,000 - 1	$15,000 - 1
	$1,500 - 1	$30,000 - 1
	$2,000 - 1	$65,000 - 1
	$4,000 - 1	$70,000 - 1

Other :

$300 - Entertainment - 1
$100 - Membership fees - 1
$900 - Membership fees - 1
$17,000 - Operating budget - 1
$2,500 - 1
$2,750 - 1
$10,000 - 1
As needed - 2

VOLUNTEERS

1. How many volunteers other than board members are involved with your foundation on:

A regular basis		A special events basis	
0 - 5 volunteers	24	0 - 5 volunteers	14
6 - 10 volunteers	8	6 - 10 volunteers	10
11 - 15 volunteers	2	11 - 15 volunteers	4
16 - 20 volunteers	1	16 - 20 volunteers	3
21 - 30 volunteers	2	21 - 30 volunteers	3
31 - 40 volunteers	0	31 - 40 volunteers	1
41 - 50 volunteers	0	41 - 50 volunteers	2
50+ volunteers	1	100+ volunteers	2

2. What type of activities/services do the volunteers perform?

- Advisors - 1
- Alumni reunions - 1
- Clerical (includes mailing) - 12
- Entertainment - 1
- Fundraising - 1
- Host families - 1
- Host/Greeting - 6
- Mail/Phone solicitation - 10
- Recruit students - 1
- Sell ads - 2
- Serving - 2
- Set-up/Clean-up - 2
- Special committees - 4
- Special events - 17
- Transportation - 1

3. List auxiliary organizations that work with your foundation and services provided

Organizations	Services Provided
Adaptive Physical Education Associates - 1	Fundraisers for handicapped
Advisory committees - 1	Volunteers
Alumni Association - 7	Fundraising; mailing list
Angels - 1	Performing Arts support
Associated Student Body - 1	Volunteers
Athletic Associate - 1	Golf and Tennis tournament
Athletic Associates -2	Fundraising
Business/Industry Associates - 1	Fundraising
Center for Women - 1	
Child Development Associates - 1	Brunch
College Business Office - 1	
Emeritus - 3	Planned giving
Foundation League - 1	Campus enhancements
Friends of the Theatre -3	
Friends of the Chancellor - 1	Hospitality for staff
Friends of the Child Development Ctr.. - 1	Financial support
Friends of the Gallery - 1	Support to art gallery
Friends of the Library - 5	Fundraising
Friends of the Museum Gallery - 1	Volunteers
Friends of the President - 1	Hospitality for committees
Golden West College Associates - 1	
Golden West College Patrons - 1	Volunteers
Library/Learning resources - 1	Book sales
MCCEA (employees) - 1	Volunteers
National Issues Forum of Orange County - 1	
Nursing Alumni Association - 1	Scholarships
Pacific Coast Campus Vocational Assoc. - 1	Student recognition
Parent Education - 1	Mailing list
Performing Arts - 2	Scholarship
President's Associates - 1	Unrestricted funding
President's Circle - 1	Fundraising
Rotary - 2	Donations
Santa Barbara City College Theatre - 1	Promotions
Santa Barbara Support Cast - 1	Promotions
Scholarship Office - 1	
Silver Eagle	2 annual shows
Sports Boosters - 2	Fundraising for athletic program
Symphony/Band - 1	Entertainment
Vincent Price Gallery - 1	Receptions
Women's Auxiliary - 1	Fundraising

4. What type of recognition does the foundation provide for the volunteers?

Admission to special events - 5	Recog. in publications/newsletters - 4
Certificates - 1	Small gifts - 5
Honor wall/Plaque - 6	Special Dinner/Lunch/Breakfast - 6
Public recognition at events - 3	Thank you letters - 10
Publicity to press - 2	

5. Is there a membership fee paid by the volunteer to belong to the auxiliary organ.'

Yes - 13 No - 33

If yes, how much?

$5.00 - 1	$25.00/yearly - 3
$10.00 - 2	Other - 7

OTHER:

What additional information do you feel should be requested on future surveys of this type?

1. Many questions are not pertinent to offices without employees or volunteers.
2. Attach job descriptions of Executive Directors.
3. Allow for special circumstances (i.e., new Presidents or Directors).
4. Provide list of community college with planned giving programs.
5. Make room for in-kind gifts of equipment and services.
6. General alumni information.
7. What kind of activities do you do in addition to your recognized fundraising responsibilities? and How much time (on a weekly basis) do you give to these other activities?
8. How do other foundations select scholarship recipients? Do they receive help from Financial Aid or Admissions?
9. List amount raised annually.
10. Number of gifts.
11. Who pays salaries?
12. List amount of unrestricted funds raised annually.
13. List amount of foundation board giving.
14. Does your foundation assess a service charge for funds being held in its account?
15. Does your foundation conduct a major special event each year?